



Internal Audit of Program Management FY 2021-22 Q3

February 2022



TABLE OF CONTENTS

Transmittal Letter 1

Executive Summary 2

Current Period Observations 3

Objectives and Approach 10

Appendix 12



TRANSMITTAL LETTER

February 17, 2022

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Pursuant to the approved internal audit scope of work, dated July 28, 2021, we hereby submit our FY 2021-22 Q3 internal audit report of the Program Management function. We will present this report to the Audit Committee on February 24, 2022.

Our report is organized in the following sections:

Executive Summary	This section provides a brief background and a summary of the observations related to our internal audit of the Program Management function.
Current Period Observations	This section presents descriptions of the observations noted during our internal audit, recommended actions, as well as responses from the Program Management team.
Objectives and Approach	The objectives and approach of the internal audit are explained in this section.
Appendix A	This section includes supplemental documents related to the PM/OR's response to Observation #1.
Appendix B	This section includes supplemental documents related to OCP's response to Observation #1.

We would like to thank all those involved for their assistance in connection with the FY 2021-22 Q3 internal audit of the Program Management function at Broward County Public Schools.

Respectfully Submitted,

RSM US LLP



EXECUTIVE SUMMARY

Background, Objectives and Scope

RSM has provided various operational and construction auditing services through agreement with District's Office of the Chief Auditor ("OCA") since 2012. Since the inception of our engagement, we have worked closely with OCP, ATKINS, and CBRE-HEERY, and AECOM Program Management team to improve the District's design and construction control environment and encourage transparency and accuracy in reporting.

RSM works with OCA on a quarterly basis to define an audit plan for the upcoming quarter. The objective of our procedures is to verify that the District's Cost and Program Controls Manager ("CPCM" - Atkins) and Program Manager - Owner's Representative ("PM/OR" - AECOM) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP / RFQ.

Generally, our procedures include tests of compliance with contracts (CPCM and PM/OR), tests to confirm adherence to District standard operating procedures, and evaluations of alignment with industry leading practices.

Observations

The observations identified during our assessment are summarized on the pages that follow and include management action plans with estimated completion dates.

During our testing, we identified issues related to unsupported calculations for trend days added to the reset baseline schedule, and misalignment between contractor construction schedules and the baseline schedule.

Approach

Pursuant to our scope of work dated July 28, 2021, RSM's audit approach consisted of the following activities:

- Conducted a comparative analysis of AECOM's revised Milestone Baseline Schedule and CBRE-Heery's Milestone Baseline Schedule to assess supporting documentation for changes in estimated project completion dates.
- Conducted meetings with the PM/OR to discuss sample projects identified for further analysis.
- Reviewed *AECOM Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021* and additional project specific analysis provided by the PM/OR (Appendix A).
- Obtained and reviewed information from e-Builder for sampled projects including, but not limited to contractor produced construction schedules and Notice(s) to Proceed ("NTP").
- Conducted meetings with OCP and PM/OR to understand explanations and justifications for sample project schedule modification.

Reporting

At the conclusion of our procedures, we summarized our findings into a report that was included in the Audit Committee package produced for the November 18, 2021 meeting. Upon removal of the aforementioned report as an agenda item to the Audit Committee presentation, the PM/OR provided additional information and documentation for consideration. Related observations in our report were updated to account for the additional information provided which is included herein. We have reviewed the results of our testing with OCA, OCP, and the CPCM and PM/OR teams, and incorporated management's responses herein.



CURRENT PERIOD OBSERVATIONS



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2021-22 Q3

OBSERVATION

1. Unsupported Trend Calculations

DETAIL

To evaluate the process by which the baseline schedule was modified during the PM/OR transition period, RSM performed analytical comparisons of the CBRE-Heery and AECOM baseline schedules. Further, we conducted interviews with PM/OR, CPCM, and OCP personnel. Lastly, we selected a sample of ten (10) projects for detailed analysis.

During interviews with PM/OR personnel, and through review of Exhibit A: **“Response to RSM Observations Regarding Ten Project Schedule Audits”**, AECOM represented that personnel performed detailed evaluations of the basis for previous delays in the program, and that this analysis was modeled into “Trends” which were applied to the program schedule during the re-baselining process. Exhibit A further represents that the PM/OR conducted analysis of historical actual durations for various processes within the program, and that forensic delay analysis was performed to account for the impacts of schedule slippage.

RSM requested the PM/OR provide evidence that these evaluations and analyses were performed during the October – December 2020 timeframe, but only oral representation that these activities occurred was provided. The PM/OR asserted during interviews that they performed the analyses but were not able to produce historical documents such as spreadsheets, calculations, emails, or reports as evidence these tasks were completed.

The re-baselining process resulted in substantial extensions to project schedules, manifested through application of the six (6) “Trends” discussed above and listed below:

- TREND NTP: NTP issuance (45 days compared to the previous trend of 30 days)
- TREND 1: Building Department review cycles (135 days)
- TREND 2: Roofing sub-permit process (175 days)
- TREND 3: Change management (i.e. change orders, Change Order Review Panel (“CORP”) review, Board approval, etc.)
- TREND 4: Time risk allowance (i.e. weather delays, increased construction durations, etc.)
- TREND 5: Project closeout (60 days compared to the previous trend of 30 days)

Through RSM’s review of sample projects, we noted Trends 2, 3, and 4 were typically the largest drivers of additional days to project schedules. Each of these Trends are included within the “Construction” phase of a project. Since the PM/OR was unable to produce evidence of its historical program data analysis, RSM attempted to independently verify the accuracy of the re-baselined construction phase schedules by obtaining and reviewing approved construction contracts, NTPs and contractor schedules for sample projects. The chart on the following page reflects a portion of these procedures.

(continued on next page)



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2021-22 Q3

OBSERVATION 1. Unsupported Trend Calculations (continued)

DETAIL

Project Name	Project Number	Final Completion Contractor	Final Completion Baseline	Difference Contractor vs Baseline	AECOM Trend Days Applied	Variance
Pines Lakes ES	P.002004	11/28/2021 ^A	01/26/2024	789	767	-22
Henry D. Perry EC	P.001986	03/10/2023 ^A	06/28/2024	476	554	+78
South Broward HS	P.001838	7/10/2022 ^B	10/21/2023	468	554	+86

^A Obtained from the project schedule included in the Contractor's most recent pay application

^B Final completion date not provided in Contractor schedule. The date shown is the Contractor's Substantial Completion date plus 30 days for final completion.

As shown in the table, the contractor performing the work at Pines Lakes Elementary School has projected completion of the project more than two (2) years before the PM/OR. Similarly, contractors conducting the work at Henry D. Perry EC and South Broward HS have projected completion of those projects more than one (1) year before the PM/OR. These differences are a result of the Trend days added to each project schedule by the PM/OR. During interviews with the PM/OR, it was noted that existing construction schedules and/or the dates defined in existing NTP's were not considered during the re-development of the baseline schedule.

In addition to the variance from existing construction schedules noted above, RSM identified and the PM/OR confirmed, a 405-day error in trend days applied to Coconut Palm ES. Initial schedule modifications for Coconut Palms ES Trend 3 resulted in an addition of 763 days, which was subsequently revised to 358 days.

The lack of historical evidence to support the past performance component of trend calculations increases the risk of inaccurate baseline schedules. The lack of consideration given to projects which already had NTPs / contractually agreed to completion dates further increases this risk. If baseline project schedules are inaccurate (overly conservative), there is an increased risk that project managers and vendors will utilize the entire baseline duration, rather than completing the project "early".

RECOMMENDATION

Since RSM's work was limited to a sample of ten (10) projects, we recommend OCP conduct an analysis of the full population to identify projects which may have inaccurate re-baselined schedules. This analysis may include review of active construction schedules and include input from the CPCM team. After a short list of projects has been identified, the PM/OR should evaluate whether or not an adjustment to the baseline schedule is warranted, and / or if there is reasonable justification for the trends applied.



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2021-22 Q3

OBSERVATION	1. Unsupported Trend Calculations (continued)
MANAGEMENT'S RESPONSE	<p>PM/OR Response:</p> <p>AECOM disagrees with the following RSM statement, "RSM requested the PM/OR provide evidence that these evaluations and analyses were performed during the October - December 2020 (should be 2021) time frame, but only oral representation that these activities occurred was provided. The PM/OR asserted during interviews that the performed the analyses but were not able to produce historical documents such as spreadsheets, calculations, emails, or reports as evidence these tasks were completed."</p> <p>In addition to oral representation noted above, AECOM provided a report to RSM entitled, Response to RSM Observations Regarding Ten Project Schedule Audits [Exhibit A] this a detailed documented analysis of the process used to support AECOM's assumptions, risks, and reasons for the project milestones and trends presented in the schedule. The report included documentation of actual durations of numerous delays impacting the schedule as evidenced by the systemic failures of the CBRE/Heery schedule. AECOM provided a Project Schedule Comparison of the 10 identified projects [Exhibit B] and AECOM P6 schedule report substantiating actual delays supporting the trends [Exhibit C].</p> <p>During our schedule reset sessions, the team performed delay analysis. As we have described before, this project management strategy determines any possible variance from an established baseline. The intent is for a specific delay to be anticipated and necessary adjustments made during the scheduling process in order to maximize future behavior and outcomes of a specific project and protect the Owner from financial risk.</p> <p>The AECOM rebaseline schedule is evidence these tasks were completed.</p> <p>AECOM disagrees with the following RSM statement, "The lack of historical evidence to support the past performance component of trend calculations increases the risk of inaccurate baseline schedules. The lack of consideration given to projects which already had NTPs / contractually agreed to completion dates further increases this risk. If baseline project schedules are inaccurate (overly conservative), there is an increased risk that project managers and vendors will utilize the entire baseline duration, rather than completing the project early".</p> <p>AECOM utilizes Program Management and Scheduling best practices. While the baseline is projecting project schedules based on information that was known in the development of the reset schedule, dates and estimates (trends) in baselines schedules are updated monthly during life cycle of a project. Additionally, AECOM measures the performance of the projects as demonstrated in our monthly schedule variance reports.</p>



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2021-22 Q3

OBSERVATION	1. Unsupported Trend Calculations (continued)
MANAGEMENT'S RESPONSE	<p>PM/OR Response (continued):</p> <p>The Master Project Schedule outlines the entire performance period of a project. The construction schedule outlines the performance period for construction only. Contractors are not provided the Master Project Schedule, the PMOR PM manages the project based on the contractors schedule. Trends are the Owner's float, they belong solely to the Owner. Trends were applied to projects in the Master Project Schedule under a pro-rata basis. We disagree with the statement that contractors would benefit from not meeting their contractual substantial completion date. The District's construction contracts include a provision "<u>No Damage for Delay Clause</u>".</p> <p>AECOM monitors and updates the schedule monthly to evaluate the positive and negative movement of trends to improve the performance period of the program as shown with new strategies including but not limited to: the roof carve out program (including mentor-ship/protege program to increase the amount of competent roofers), Day 2 work, night roofing and torching, and the swing space program.</p> <p><i>In response to the chart on page 5 of the report:</i></p> <p>P.002004 Pines Lakes ES Construction Activity was increased by 355 days. The increase was to include 2 summers of work. During the 2020 reset schedule, the scheduler inaccurately entered it in the Construction Activity line item instead of the trend line item.</p> <p>P.001986 Henry D. Perry EC the variance in the contractor's construction schedule and the Master Project Schedule is based on the trends. The unsupported trends (+78 day variance) was identified in the AECOM written response (Exhibit B). The project is currently 79% complete forecasting a completion date of February 2023, which substantiates the trends applied.</p> <p>P.001838 South Broward High School the variance in the contractor's construction schedule and the Master Project Schedule is based on the trends. The unsupported trends (+86 day variance) was identified in the AECOM written response (Exhibit B). The project is currently 25% complete forecasting a completion date of March 2023, which substantiates the trends applied.</p> <p><i>In response to the error identified for Coconut Palm ES:</i> AECOM previously identified this error, corrected it and notified RSM accordingly.</p> <p>AECOM has coordinated with OFC and the CPCM and are scheduling a meeting to present and review the active construction schedules to validate the trends applied. We anticipate holding this meeting and providing an update by March 25, 2022.</p>



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2021-22 Q3	
OBSERVATION	1. Unsupported Trend Calculations (continued)
MANAGEMENT'S RESPONSE	<p>OCP Response:</p> <p>Due to time constraints, the best way to evaluate the validity of the trends is to look at the duration of construction on projects completed to date, to see if the trends were warranted (if the added trends overstated the duration of the work, the projects would have been completed in less time that the re-baselined schedules predicted). We began by identifying 36 projects which are completed through Substantial Completion—see Completed Projects-021622 [Appendix B].</p> <p>Of the 36 projects, 15 were re-baselined (trends were added). Of those 15 projects, we noted the following:</p> <ul style="list-style-type: none"> 4 – Trends Not Needed (Finished within original duration) 2 – Trends Correct 9 – Trends Not Large Enough <ul style="list-style-type: none"> ▪ 1 - 0-200 Days Late ▪ 3 - 200-300 Days Late ▪ 0 - 300-500 Days Late ▪ 5 - >500 Days Late <p>Of the 36 projects, 21 were not re-baselined (no trends were added). Of those 21, we noted the following:</p> <ul style="list-style-type: none"> 5 – On-Time or Early 16 – Late <ul style="list-style-type: none"> ▪ 5 - <100 days late ▪ 1 - 100-200 days late ▪ 2 - 200-300 days late ▪ 2 - 300-400 days late ▪ 1 - 400-500 days late ▪ 5 - >500 days late <p>SUMMARY:</p> <p>Of 36 Completed Projects (with and without added trends):</p> <ul style="list-style-type: none"> 9/36 – 25% Completed on-time or early (trends not needed) 9/36 – 25% Trends added which were not large enough 16/36 – 44% Trends were not added and projects finished late 2/36 – 6% Trends were added which were approximately correct.



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2021-22 Q3	
OBSERVATION	1. Unsupported Trend Calculations (continued)
MANAGEMENT'S RESPONSE	<p>OCP Response (continued):</p> <p>INITIAL CONCLUSIONS:</p> <p>9/36 – one-quarter of projects required no trends 27/36 – three-quarters of projects benefitted (or would have benefitted) from trends and where trends were applied, one-quarter of added trends were not large enough.</p> <p>After collaborating with the CPCM and the PMOR, and analyzing the completed projects with and without trends, this office is convinced that the trends contribute to the management of the Program by more accurately reflecting the true duration of projects. It is also noteworthy that the trends are adjusted monthly (during Monthly Schedule Updates) to reflect the progress of work on each project. We are also mindful of the constraints on South Florida's Construction Resources and the Global Material Challenges facing the Program, which make reduction in duration of individual project schedules impractical. Lastly, the re-baselined schedules are a management tool to assist in monitoring the overall progress of the Program and should not be used (or even accessed by) individual project contractors who have no incentive to extend the duration of construction on their projects.</p>



OBJECTIVES AND APPROACH

Objectives

The objective of our work was to verify that the District's Program Management Consultant ("CPCM" - Atkins) and Owner's Representative ("PM/OR" - CBRE-HEERY & AECOM) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP / RFQ. Further, our procedures included testing of PM/OR compliance with District standard operating procedures and industry leading practices.

Approach

Our audit approach consisted of the following:

Cost and Program Controls Manager (Atkins)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.2.6 including:
 - Monthly schedule delays / slippage at both program and project level
 - Cash flow – actual vs projected
 - RFI aging and reporting by project
 - Change order reporting – project & program level
 - Vendor performance monitoring
 - Post project completion reporting
 - Project quality – design process revise & resubmits, inspection results
- Reviewed Atkins monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Followed up on prior findings

Program Manager - Owner's Representative (CBRE-Heery & AECOM)

- Conducted a comparative analysis of AECOM's revised Milestone Baseline Schedule and CBRE-Heery's Milestone Baseline Schedule to assess whether material changes in estimated project completion dates have occurred. Procedures included, but were not limited to the following:
 - Tested sampled projects for milestone accuracy and project completion
 - Completed interviews with project managers to gain an understanding of the current status of sampled projects
- Selected a sample of project invoices and performed detailed testing for compliance with District Standard Operating Procedure and best practices
- Selected a sample of change orders and performed detailed testing for compliance with District Standard Operating Procedure and best practices
- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from its RFQ
- Reviewed AECOM monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Reviewed CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy



OBJECTIVES AND APPROACH – CONTINUED

Reporting

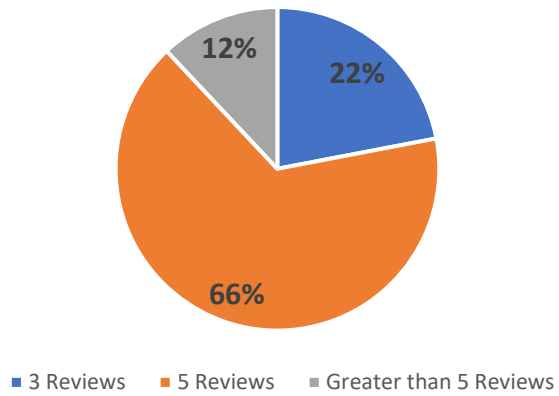
At the conclusion of our procedures, we summarized our findings into this report. We have reviewed the results of our testing with OCA, OCP, and the CPCM and PM/OR teams, and incorporated management's response herein.



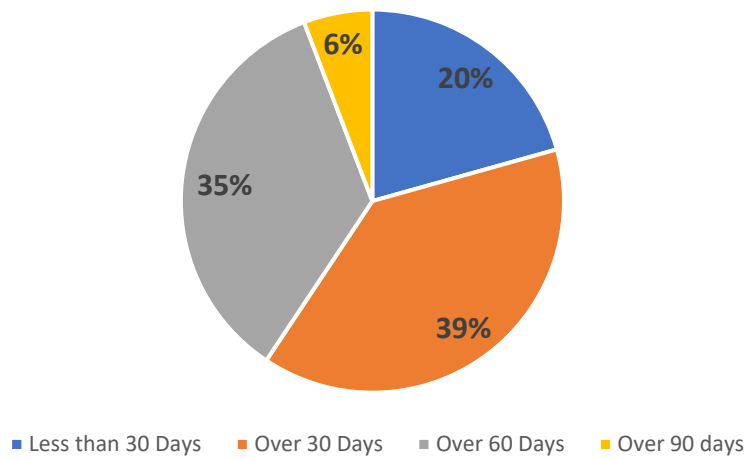
APPENDIX A

Appendix A

Design Equivalent Reviews

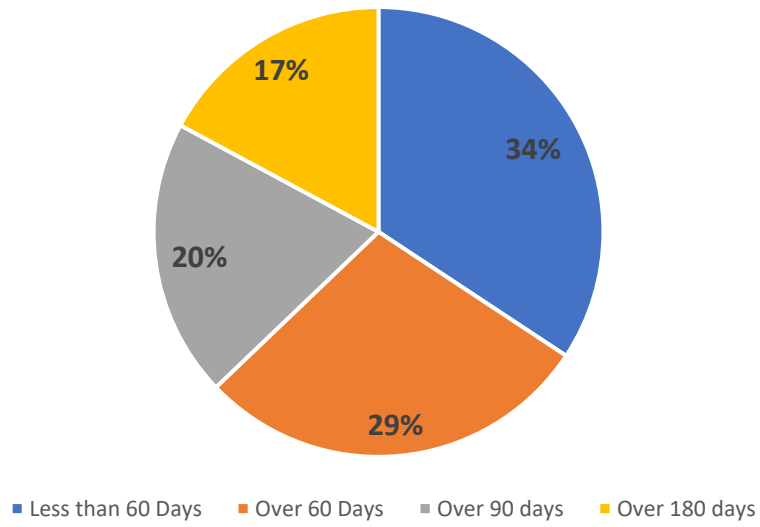


NTP Historical Durations

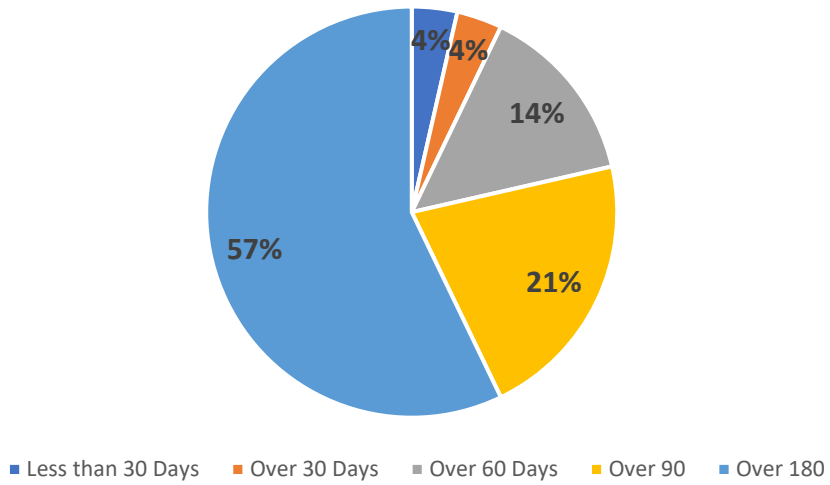


Appendix A

Roof Permit Durations



Closeout Durations





AECOM Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Exhibit A

Contents

Executive Summary	2
AECOM Assumptions.....	3
Risk	5
Project Milestones	6
1. <i>Boulevard Heights ES</i> (P.002065)	6
2. <i>Coconut Palm ES</i> (P.002088)	6
3. <i>Coral Springs MS</i> (P.001979)	8
4. <i>Henry D. Perry EC</i> (P.001986).....	9
5. <i>Lauderdale Manors ELC</i> (P.001635).....	10
6. <i>Margate MS</i> (P.001836)	11
7. <i>Pines Lakes ES</i> (P.002004)	12
8. <i>Sawgrass ES</i> (P.002127)	13
9. <i>Sawgrass Springs MS</i> (P.001841)	14
10. <i>South Broward HS</i> (P.001838)	15
Conclusion	16
Appendix	16
Appendix 01 NTP Process Trends.....	16
Appendix 02 Building Department Design Review Cycle Trends.....	16
Appendix 03 Roofing Sub-permit Process Trends.....	16
Appendix 04 ASI, Pricing, Change Order, CORP and Board Approval Process Trends	17
Appendix 05 Closeout Trends.....	18

Executive Summary

RSM identified 10 Projects and requested that AECOM provide relevant documentation to support the assumptions, risks and reasons for the project milestones presented in the schedule for the ten schools shown below. Further RSM requested calculations that were used to modify CBRE-Heery's September 2020 schedule projections, including the specific trends and adjustments for resource limitations.

1. Boulevard Heights ES (P.002065)
2. Coconut Palm ES (P.002088)
3. Coral Springs MS (P.001979)
4. Henry D. Perry EC (P.001986)
5. Lauderdale Manors ELC (P.001635)
6. Margate MS (P.001836)
7. Pines Lakes ES (P.002004)
8. Sawgrass ES (P.002127)
9. Sawgrass Springs MS (P.001841)
10. South Broward HS (P.001838)

AECOM has reviewed the excel file submitted by RSM Friday April 9th, 2021, this was presented as the "Milestone Schedule Analysis" of a sample of the 10 projects. This file is in reference to two sets of data, Heery Columns = 9/30/20 schedule data and AECOM columns = 12/31/20 schedule data.

These 10 sample projects were reviewed and the comparison analyzed by AECOM. In general, the dates expressed in the RSM milestone schedule were consistent with the AECOM P6 schedule referenced, with the exception of Coral Springs MS and Sawgrass Springs MS.

AECOM developed the 2020 Reset Schedule for the SMART Program as part of the established 30-60-90 program assessment conducted. Through several weeks during October, November and December of 2020, AECOM conducted detailed evaluations of the program's remaining scope of work, basis for the previous delays in the program, projects by funding years, market conditions related to available firms and labor, as well as internal resources for the program. The evaluations included collaborative working sessions with OCP, procurement, building department, and Atkins staff. The team also met with and interviewed Architects / Engineers, Contractors, and Subcontractors. The team also included Team Leaders, Project Managers and Schedulers.

AECOM reviewed the November 2020 CBRE-Heery schedule to understand the logic and methodology used to create and update the Master Baseline Schedule. It was identified that along with the previously mentioned evaluations, the project schedules were flawed and trending past the published schedule milestone and completion dates. Challenges affecting the program were reviewed dating back to the inception of the program in 2014. Some of the challenges identified include increased development of district contractual and governance controls misaligned with industry standard, absence of strong programmatic leadership, systemic scheduling failures, and inconsistent change and risk management.

Specifically, germane to this report, certain trends were identified, delivery method execution was reviewed along with the scope, procurement processes, departmental operating procedures, resourcing, owner and contractor delays as well as weather impacts on the program.

Exhibit A

The analysis uncovered several areas and milestone durations that were causing delays not represented in the 2018 CBRE-Heery Baseline schedule. This information gathered during the analysis was then modeled into a trend and applied (as a linear bar) to the construction activities. Consideration was given to the current physical percentage of the construction at the time and distributed accordingly. The following were areas of identified delays:

1. Historical Actual Durations:

- NTP Issuance (ex: Review against contract and PO dates)
- Building Department Reviews (ex: Roofing Binders, ASIs)
- Permitting (ex: Building Permit, Roof Sub-Permits)
- Change Management (ex: Change Orders, Change Order Review Panel (CORP), Board Approvals)

2. Roofing Projects Forecasted Schedule delays:

AECOM completed an evaluation of Roofing Contractors and Subcontractors to determine competencies, capacity and resourcing, this was assessed by way of looking at current data of the work being done and performance recorded through site reports and GC Evaluation records.

The AECOM team separated the projects into 3 groups, small, medium and large based on forecasted "Completion Cost" as a component potentially affecting planned delivery versus actual performance. Previously mentioned trends were applied to the groups to represent average time to execute ASIs, conduct pricing exercises, Change Order processing, CORP Process and Board Approvals.

In addition, the AECOM team conducted a schedule delay analysis of the 2018 CBRE-Heery Baseline schedule. CPM scheduling methods were used to review planned versus as-built conditions to help identify the quantitative impact of the identified causes of delays. The results of this analysis were then used to apply trending to the AECOM 2020 Reset Schedule. The forensic delay analysis included a schedule risk analysis to account for the cost impact of schedule slippage. The AECOM 2020 Reset Schedule publication took into consideration the critical program milestone dates. Finally, the AECOM 2020 Reset Schedule included a resource allocation constraint analysis.

In December 2020, AECOM presented to the Board the 2020 Reset schedule finishing in April 2026. The Board expressed concerns that the December 2020 Reset schedule end date was not acceptable and an alternate earlier end date must be provided. AECOM reviewed the schedule for additional opportunity to reduce the schedule and resubmitted in February 9, 2021 with a resource leveled October 2025 end date. It was requested by a Board Member that AECOM present a case for completing the Bond program by 2023. AECOM determined that with the lack of capacity in resources to carry out roofing activities, the constraint of limiting project managers to eight projects, the current limit of resources within the Procurement and Warehousing processes, the request could not be achieved without further programmatic concessions being introduced into the analysis.

AECOM Assumptions

Projects categorized as Small, Medium and Large by Forecasted Completion Cost:

- Small Projects: \$0 to \$2M
- Medium Projects: >\$2M to \$5M
- Large Projects: >\$5M

Exhibit A

The following trends were applied:

- NTP trending at 45 days compared to baseline 30-day assumption (see Appendix 01)
- Closeout of 60 days compared to 30-day assumption (see Appendix 05)
- Building Department Design Review Cycle with 5 Reviews versus baseline assumption of 3 (see Appendix 02)
- Roofing sub-permit process trend at 175 days average versus (see Appendix 04)
- ASI, Pricing, Change Order, CORP and Board Approval process delay trends were averaged and the below was applied based on project category. Previous assumption in 2018 schedule (see Appendix 04)
 - Small Projects – 140 days
 - Medium Projects – 210 days
 - Large Projects – 285 days

Trending assignments were applied pro-rata based on the construction percent complete of each project. The trend was applied to the three main construction activities that drives the Reset Substantial Completion Date. It is associated with the “Expected Finish” date to automatically reconcile as the construction activities are updated.

Review of RSM Data

The information provided in the RSM request was reviewed and minor discrepancy was identified between the December 20 AECOM Baseline schedule dates and the dates presented by RSM on Coral Springs MS Contract Closeout date, Substantial Completion, Final Completion dates and Advertise to Bid (Heery) dates for Sawgrass Springs MS.

In the review it must be noted that the variances between the “Heery columns = 9/30/20 schedule data” and “AECOM columns = 12/31/20 schedule data” was all in alignment with the purposeful action carried out by AECOM to execute the 2020 Reset schedule carried out as part of AECOM 30-60-90 deliverables to BCPS.

One of the main features included in the schedule is the way Advertise to Bid are managed, by scheduling the frequency of the Bid and Award phase it was possible to control how many project is awarded to contractors thus maintaining a balance that is manageable by the available resources. Resourcing was also one of the driving components in deciding the program end date. Fig 1 below

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

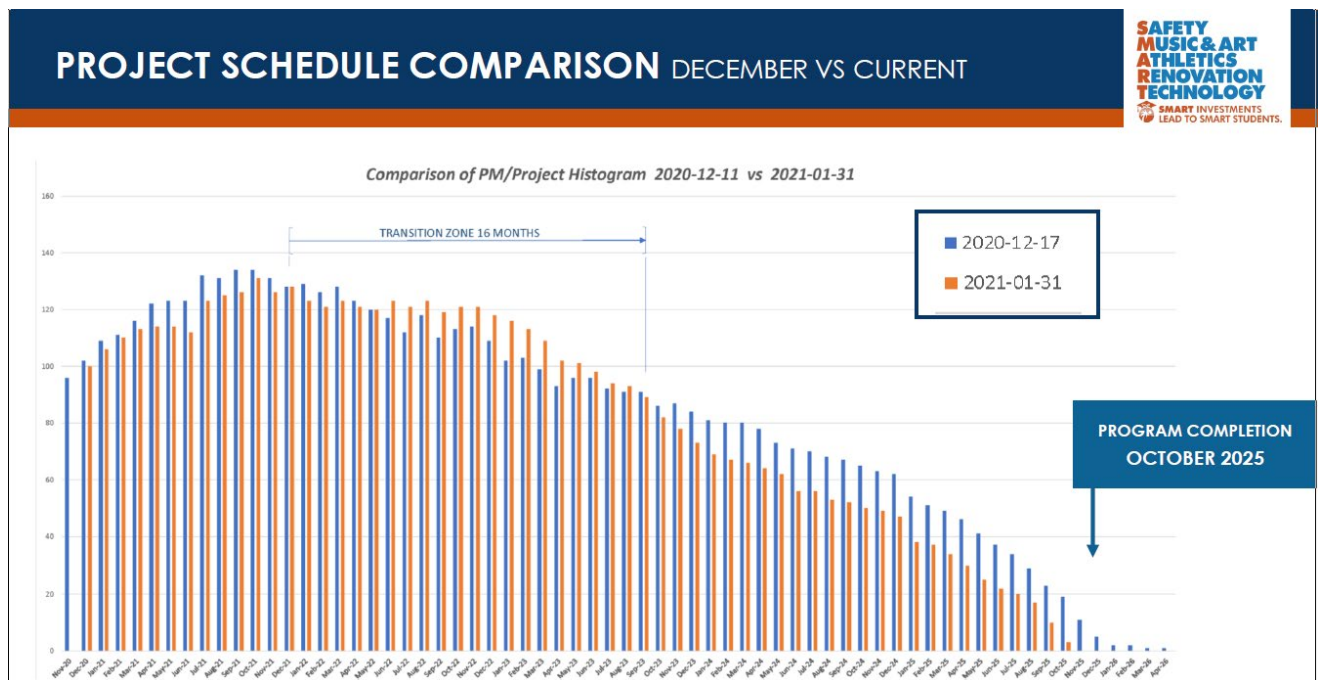


Figure 1 - Comparison Project in Construction to finish October 2025

Risk

Categories:

- **Design Risk** – Ability to control Design processes that began prior to AECOM engagement in August 2020, schedule issues in design deliverables are still ongoing. Design errors and omission, longer design process than anticipated, late changes by stakeholders
- **Permitting Risk** – Timeliness of submittal between AE and the Building Department and ability to streamline the Revise and Resubmit cycle, this include Drawings and Roofing Sub-Permit.
- **Procurement Risk** – Challenge with Procurement Bid & Award, how to maintain volume of projects awarded for Construction and not compromise losing a Letter of Recommendation LOR permits. Not over saturating the market with projects if there are not enough competent GC and Roofers available to be contracted on these available projects. Risk of not have enough Procurement Agents, District staff to manage the number of projects out to bid.
- **Construction Risk** – Failure to carry out work in accordance with the contract and Design, where Contractual Milestone are not being met and project over-run aren't addressed, to have control of GC schedule contractual obligation, maintain change management and Board Award/Approval. Mitigate Weather Condition, Construction Cost (currency fluctuation and inflation), uncertainties with Labor, Plant, Material and Subcontractor, Delay Risks

- **Closeout Risk** – The ability to get projects processed through the 3 stages of Closeout Phase efficiently.

Project Milestones

The project milestones included in the Master Schedule are there to act as a Gate through the lifecycle of the projects, they are not all contractual, but they are included in all the schedules to act as a Sectional Gateway to get to the major milestones.

1. **Boulevard Heights ES (P.002065)**

AECOM December 2020 schedule has the ITB dates (0000.TE.430 - ITB Advertisement - Advertise to Bid Contractor) constrained, this was to maintain the flow of project going into the Bid & Award phase to ease the Resourcing constraints risk, however, as part of the February 9, 2021 response to the Board, AECOM revised the schedule and prioritize those projects that was nearing the loss of its LOR, the resequencing meant this project was advertised earlier April 8 2021, bringing the SC date forward to October 2023.

Please refer to P.002065 Boulevard Heights HS in the appendix for full details of the schedule, above is a snapshot.

Table 1- AECOM 2020 Reset Baseline Permit & LOR Activities

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL	Total Float
Boulevard Heights ES SMART Program Renovations				2107	1634	681	10-Jul-19 A	10-Jul-19	16-Jan-24	18-Nov-25	473	0
CONSTRUCTION PROCUREMENT (BID & AWARD)				473	1004	123	10-Jul-19 A	10-Jul-19	22-Aug-23	02-Jun-21	-581	0
P.002065 - DEC20	1.4	In Progress	CONSTRUCTION PROCUREMENT	473	1004	123	10-Jul-19 A	10-Jul-19	22-Aug-23	02-Jun-21	-581	0
CONSTRUCTION (BID) / AWARD, CONTRACT APPROVAL & PRE-CONSTRUCTION				473	1004	123	10-Jul-19 A	10-Jul-19	22-Aug-23	02-Jun-21	-581	0
INVITATION TO BID (ITB) BOARD AGENDA ITEM				20	20	0	10-Jul-19 A	10-Jul-19	06-Aug-19 A	06-Aug-19	0	0
P.002065 - DEC20	0000.TE.710	Completed	ITB Board Agenda Item - Preliminary Review and Approval by CPO	1	1	0	10-Jul-19 A	10-Jul-19	10-Jul-19 A	10-Jul-19	0	0
P.002065 - DEC20	0000.TE.360	Completed	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	1	1	0	10-Jul-19 A	10-Jul-19	15-Jul-19 A	15-Jul-19	0	0
P.002065 - DEC20	0000.TE.410	Completed	ITB Board Agenda Item - Revised Document APO Review APO Fin	1	1	0	22-Jul-19 A	22-Jul-19	22-Jul-19 A	22-Jul-19	0	0
P.002065 - DEC20	0000.TE.430	Completed	ITB Board Agenda Item - Board Approve ITB Advertise For Procure	1	1	0	06-Aug-19 A	06-Aug-19	06-Aug-19 A	06-Aug-19	0	0
ITB ADVERTISEMENT AND BIDS				50	49	49	03-Mar-23	21-Dec-20	10-Mar-23	10-Mar-21	-545	-11
P.002065 - DEC20	0000.TE.430	Not Started	ITB Advertisement - Advertise to Bid Contractor	0	0	0	03-Mar-23*	21-Dec-20	03-Mar-23*	21-Dec-20	-547	-11
P.002065 - DEC20	0000.TE.725	Not Started	ITB Advertisement - Pre-Bid Conference	0	0	0	09-Mar-23	06-Jan-21	09-Mar-23	06-Jan-21	-547	7
P.002065 - DEC20	0000.TE.433	Not Started	ITB Advertisement - Site Visit	0	0	0	06-Mar-23	06-Jan-21	06-Mar-23	06-Jan-21	-547	7
P.002065 - DEC20	0000.TE.435	Not Started	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0	20-Mar-23	18-Jun-21	20-Mar-23	18-Jun-21	-548	+10
P.002065 - DEC20	0000.TE.440	Not Started	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0	04-Apr-23	01-Feb-21	04-Apr-23	01-Feb-21	-547	-11
P.002065 - DEC20	0000.TE.445	Not Started	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	3	3	3	18-Apr-23	16-Feb-21	20-Apr-23	18-Feb-21	-548	-11
P.002065 - DEC20	0000.TE.450	Not Started	ITB Advertisement - Finalize Contract Package For Board Approval	14	14	14	21-Apr-23	19-Feb-21	10-May-23	10-Mar-21	-548	-11
CONSTRUCTION CONTRACT BOARD AGENDA ITEM				28	28	28	10-May-23	10-Mar-21	20-Jun-23	20-Apr-21	-548	-24
P.002065 - DEC20	0000.TE.465	Not Started	Construction Contract Board Item - Preliminary Review and Approve	0	0	0	10-May-23	10-Mar-21	10-May-23	10-Mar-21	-548	-11
P.002065 - DEC20	0000.TE.715	Not Started	Construction Contract Board Item - Preliminary APG Review (APG F	0	0	0	17-May-23	17-Mar-21	17-May-23	17-Mar-21	-548	-11
P.002065 - DEC20	0000.TE.470	Not Started	Construction Contract Board Item - Revised Document APO Review	0	0	0	24-May-23	24-Mar-21	24-May-23	24-Mar-21	-548	-11
P.002065 - DEC20	0000.TE.480	Not Started	Construction Contract Board Item - Board Approve Construction Cor	0	0	0	20-Jun-23	20-Apr-21	20-Jun-23	20-Apr-21	-548	-11
PRE-CONSTRUCTION				31	40	40	20-Jun-23	20-Apr-21	22-Aug-23	02-Jun-21	-581	0
P.002065 - DEC20	0000.TE.485	Not Started	Pre-Construction - Execute Contract Document With Selected Contr	1	1	1	20-Jun-23	20-Apr-21	20-Jun-23	20-Apr-21	-548	0
P.002065 - DEC20	0000.TE.490	Not Started	Pre-Construction - Prepare NTP Document	30	45	45	21-Jun-23	21-Apr-21	22-Aug-23	02-Jun-21	-581	0
P.002065 - DEC20	0000.TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0	22-Aug-23	02-Jun-21	22-Aug-23	02-Jun-21	-581	0
CONSTRUCTION				244	524	524	30-Aug-23	03-Jun-21	16-Sep-25	25-May-22	-845	0
P.002065 - DEC20	5	Not Started	CONSTRUCTION	244	752	752	30-Aug-23	03-Jun-21	16-Sep-25	25-May-22	-1213	0
P.002065 - DEC20	0000.TE.1781LC	Not Started	Construction Duration + Trends	0	538	538	30-Aug-23	19-Sep-25	19-Sep-25		0	0

The AECOM 2020 reset also included evaluation of the Construction Performance Period for all the projects, this resulted in the increased duration for Construction from 244 days to 752 days.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to September 19, 2025.

2. **Coconut Palm ES (P.002088)**

In the 2018 CBRE-Heery Baseline schedule the Coconut Palm ES project delivery method was Construction Manager at Risk (CMAR). The contractor Thornton Construction had its contract terminated without cause on April 30, 2019, agreement could not be reached on a

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

GMP. The delivery method was converted from CMAR to ITB as a result of the Board Approved Termination, this caused further delay to the project where a new cycle of Bid and Award was added to the schedule.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to August 27, 2025.

Please refer to P.002088 Coconut Palm ES in the appendix for full details of the schedule, below is a snapshot.

Table 2 - Coconut Palm ES December 2020 Reset Dates

[illegible]

Exhibit A

3. Coral Springs MS (P.001979)

In the 2018 CBRE-Heery Baseline schedule Coral Springs MS project was classified as Construction Manager at Risk (CMAR), however, the Contractor MCM was issued with a Letter of Termination without cause on June 11, 2019.

In the 2020 CBRE-Heery Baseline schedule Design Phase 3 – 100% CD Review planned for 2 Revise and Resubmit submittals to be completed by October 30, 2020. During the AECOM 2020 Reset schedule review it was noted that Design Phase 3 – 100% CD Review was on its 3rd Revise and Resubmit submittals with outstanding comments from multiple Disciplines, 3 additional reviews were added in keeping with the average amount of revise and resubmit that is trending, this re-forecasted the LOR date out to April 16, 2021.

The AECOM 2020 reset also included evaluation of the Construction Performance Period for all the projects, this resulted in the increased duration for Construction from 619 days to 989 days.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to October 28, 2025.

Please refer to P.001979 Coral Springs MS in the appendix for full details of the schedule, below is a snapshot.

Table 3 - 2020 CBRE-Heery Baseline schedule of Coral Springs MS Permitting


				P.001979-30SEP20 - B1 Coral Springs MS SMART Program Renovations - Heery 30 SEPT 20 BCPS - RSM 10 Project Audit											
Project ID	Activity ID	Activity Status	Activity Name	Original Duration	Remaining Duration	Start	Finish	Total Float	2020				2021		
PHASE III - 90% CONSTRUCTION DOCUMENTS				242	0	27-Nov-18 A	26-Jul-19 A		Q1	Q2	Q3	Q4	Q1	Q2	Q3
P.001979-30SEP20 - B1	0000.TE.320	Completed	Design Phase 3 90% CDs - Prepare and Issue	218	0	27-Nov-18 A	02-Jul-19 A								
P.001979-30SEP20 - B1	0000.TE.330	Completed	Design Phase 3 90% CDs - Review and Comment	24	0	03-Jul-19 A	26-Jul-19 A								
PHASE III - 100% CONSTRUCTION DOCUMENTS				185	0	27-Jul-19 A	27-Jan-20 A								
P.001979-30SEP20 - B1	0000.TE.340	Completed	Design Phase 3 100% CDs - Prepare and Issue	18	0	27-Jul-19 A	13-Aug-19 A								
P.001979-30SEP20 - B1	0000.TE.735	Completed	Design Phase 3 100% CDs - Backcheck	167	0	14-Aug-19 A	27-Jan-20 A								
PERMITTING				198	23	27-Jan-20 A	30-Oct-20	106							
P.001979-30SEP20 - B1	0000.TE.345	Completed	Design 100% Documents - RO1 Review by Permitting Agencies	37	0	27-Jan-20 A	03-Mar-20 A								
P.001979-30SEP20 - B1	0000.TE.350	Completed	Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	30	0	04-Mar-20 A	02-Apr-20 A								
P.001979-30SEP20 - B1	0000.TE.355	In Progress	Design 100% Documents - RO2 Review by Permitting Agencies	164	31	03-Apr-20 A	30-Oct-20	161							
P.001979-30SEP20 - B1	0000.TE.360	Not Started	Letter of Recommendation to Permit From SBBC Building Department	0	0		30-Oct-20*	106							

Table 3 – AECOM 2020 Reset schedule of Coral Springs MS Permitting with Additional Revise & Resubmits

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021


<div><div><div>Established 1915</div><div>BROWARD</div><div>County Public Schools</div></div></div>				P.001979 - DEC20 Coral Springs MS SMART Program Renovations - December 2020 BCPS - RSM 10 Project Audit										
Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2020	2021
PHASE III - 90% CONSTRUCTION DOCUMENTS				164	218	0	27-Nov-18 A	27-Nov-18	26-Jul-19 A	26-Jul-19	0			
P.001979 - DEC20	0000.TE.320	Completed	Design Phase 3 90% CDs - Prepare and Issue	218	218	0	27-Nov-18 A	27-Nov-18	26-Jul-19 A	26-Jul-19	0			
P.001979 - DEC20	0000.TE.330	Completed	Design Phase 3 90% CDs - Review and Comment	24	24	0	03-Jul-19 A	03-Jul-19	26-Jul-19 A	26-Jul-19	0			
PHASE III - 100% CONSTRUCTION DOCUMENTS				120	176	0	27-Jul-19 A	27-Jul-19	27-Jan-20 A	27-Jan-20	0			
P.001979 - DEC20	0000.TE.340	Completed	Design Phase 3 100% CDs - Prepare and Issue	18	18	0	27-Jul-19 A	27-Jul-19	13-Aug-19 A	13-Aug-19	0			
P.001979 - DEC20	0000.TE.735	Completed	Design Phase 3 100% CDs - Backcheck	167	167	0	14-Aug-19 A	14-Aug-19	27-Jan-20 A	27-Jan-20	0			
PERMITTING				108	309	75	27-Jan-20 A	27-Jan-20	16-Apr-21	30-Oct-20	-111	13		
P.001979 - DEC20	0000.TE.345	Completed	Design 100% Documents - RO1 Review by Permitting Agencies	37	37	0	27-Jan-20 A	27-Jan-20	24-Feb-20 A	03-Mar-20	8			
P.001979 - DEC20	0000.TE.350	Completed	Design 100% Documents - Revise & Resubmit RO1	30	30	0	24-Feb-20 A	04-Mar-20	14-Jul-20 A	02-Apr-20	-72			
P.001979 - DEC20	0000.TE.355	Completed	Design 100% Documents - RO2 Review by Permitting Agencies	211	164	0	14-Jul-20 A	03-Apr-20	11-Sep-20 A	30-Oct-20	49			
P.001979 - DEC20	0000.TE.355.10	Completed	Design 100% Documents - Revise & Resubmit RO2	0	14	0	11-Sep-20 A		23-Oct-20 A					
P.001979 - DEC20	0000.TE.355.20	Completed	Design 100% Documents - RO3 Review by Permitting Agencies	0	14	0	23-Oct-20 A		11-Dec-20 A					
P.001979 - DEC20	0000.TE.355.30	In Progress	Design 100% Documents - Revise & Resubmit RO3	0	14	13	11-Dec-20 A		20-Jan-21			7		
P.001979 - DEC20	0000.TE.355.40	Not Started	Design 100% Documents - RO4 Review by Permitting Agencies	0	14	14	21-Jan-21		03-Feb-21			11		
P.001979 - DEC20	0000.TE.355.50	Not Started	Design 100% Documents - Revise & Resubmit RO4	0	14	14	04-Feb-21		23-Feb-21			8		
P.001979 - DEC20	0000.TE.355.60	Not Started	Design 100% Documents - RO5 Review by Permitting Agencies	0	14	14	24-Feb-21		09-Mar-21			11		
P.001979 - DEC20	0000.TE.355.70	Not Started	Design 100% Documents - Revise & Resubmit RO5	0	14	14	10-Mar-21		29-Mar-21			13		
P.001979 - DEC20	0000.TE.355.80	Not Started	Design 100% Documents - Resolve Comments	0	14	14	30-Mar-21		16-Apr-21			13		
P.001979 - DEC20	0000.TE.360	Not Started	Letter of Recommendation to Permit From SBBC Building Department	0	0	0			16-Apr-21	30-Oct-20	-111	13		

Table 5 - Side by Side comparison AECOM vs Heery Schedules

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float
Coral Springs MS SMART Program Renovations - December 2020				1558	2183	1267	01-May-17 A	01-May-17	29-Dec-25	18-Jul-23	-625	0
START OF CONSTRUCTION				426	999	999	18-Nov-21	07-Oct-21	28-Oct-25	17-Jun-23	-603	-1
CONSTRUCTION WORK				426	999	999	18-Nov-21	07-Oct-21	28-Oct-25	17-Jun-23	-603	-1
P.001979 - DEC20	0000.TE.650	Not Started	Construction - Construction	619	989	989	18-Nov-21	07-Oct-21	03-Aug-24	17-Jun-23	-412	-1
P.001979 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			28-Oct-25	17-Jun-23	-603	-1
PROJECT CLOSE-OUT				21	43	43	29-Oct-25	18-Jun-23	29-Dec-25	18-Jul-23	-625	0
P.001979 - DEC20	6	Not Started	CLOSE-OUT	21	61	61	29-Oct-25	19-Jun-23	29-Dec-25	17-Jul-23	-895	-2
CLOSE-OUT				21	43	43	29-Oct-25	18-Jun-23	29-Dec-25	18-Jul-23	-625	0
BOC FINAL COMPLETION (Cert of Completion)				21	43	43	29-Oct-25	18-Jun-23	29-Dec-25	17-Jul-23	-625	0
P.001979 - DEC20	0000.TE.665	Not Started	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0	0	0			29-Dec-25	17-Jul-23	-625	0
P.001979 - DEC20	0000.TE.1771	Not Started	Consultant's Letter Establishing Final Completion Date (01770h)	0	0	0			29-Dec-25	18-Jul-23	-625	0
P.001979 - DEC20	0000.TE.672	Not Started	Project Close-Out - Final Payment Memo or Board Item	0	0	0	29-Dec-25	18-Jun-23	29-Dec-25	18-Jul-23	-625	0

4. Henry D. Perry EC (P.001986)

AECOM December 2020 reset variance in schedule dates for Henry D. Perry EC primarily reflects a delay in processing the NTP Activity 000.TE635 by 26 days, this is compounded by the inclusion in the December 2020 Reset two additional activities 0000.TE.1791 and 0000.TE.1781 (Time Risk Allowances) for trending identified.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to April 29, 2024.

Please refer to P.001986 Henry D. Perry EC in the appendix for full details of the schedule, below is a snapshot.

Table 6 - Henry D. Perry EC AECOM December 20 vs Heery Sept 20

Layout: BCPS - RSM 10 Project Audit													
Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2020
Henry D. Perry EC SMART Program Renovations - December 2020													
PRE-CONSTRUCTION				1464	1823	896	14-Apr-17 A	14-Apr-17	15-Jul-24	21-Feb-23	-399	0	
P.001986 - DEC20	0000.TE.485	Completed	Pre-Construction - Execute Contract Document With Selected Contractor	37	72	0	19-Aug-20 A	19-Aug-20	19-Aug-20 A	19-Aug-20	0		
P.001986 - DEC20	0000.TE.490	Completed	Pre-Construction - Prepare NTP Document	36	30	0	20-Aug-20 A	20-Aug-20	16-Nov-20 A	09-Oct-20	-26		
P.001986 - DEC20	0000.TE.635	Completed	Construction - Issue NTP to Contractor	0	0	0			13-Feb-21 A	09-Oct-20	-26		
CONSTRUCTION				553	977	841	30-Nov-20 A	12-Oct-20	29-Apr-24	27-Dec-22	-339	6	
P.001986 - DEC20	5	In Progress	CONSTRUCTION	553	1277	1216	30-Nov-20 A	12-Oct-20	29-Apr-24	27-Dec-22	-339	6	
P.001986 - DEC20	0000.TE.1781LOE	In Progress	Construction Duration + Trends	0	891	868	30-Nov-20 A	29-Apr-24					
START OF CONSTRUCTION				546	877	841	30-Nov-20 A	19-Oct-20	29-Apr-24	27-Dec-22	-339	6	
P.001986 - DEC20	0000.TE.645	Completed	Construction - Start	546	877	841	30-Nov-20 A	19-Oct-20	29-Apr-24	27-Dec-22	-339	6	
P.001986 - DEC20	0000.TE.650	In Progress	Construction - Construction (800 days per bid)	0	800	770	30-Nov-20 A	19-Oct-20	09-Feb-23	27-Dec-22	-43	-10	
P.001986 - DEC20	0000.TE.1791	Not Started	Roofing Sub-permit Process Trend	0	166	166	09-Feb-23	24-Jul-23				-10	
P.001986 - DEC20	0000.TE.1781	Not Started	Trending Including ASI, Pricing, Change Order, Cop Process and Boas	0	280	280	25-Jul-23	29-Apr-24				-10	
P.001986 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0		29-Apr-24				-10	
P.001986 - DEC20	0000.TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01770e)	0	0	0		29-Apr-24				-10	

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

5. Lauderdale Manors ELC (P.001635)

Lauderdale Manors ELC schedule variance reflects a delay in the project, there was a breakdown in communication with the Contractor and everyone concerned with this project causing the permit to lapse, a permit extension would normally be requested to the building department in similar situation but that never happen. This delay occurred after the 2018 CBRE-Heery Baseline schedule publication and prior to the AECOM 2020 Reset schedule. This permit lapsing and delay resulted in Re-Design and subsequent Re-Advertisement. The result is a 192-day delay reflected in the AECOM 2020 Reset schedule.

The ITB Board Agenda was forecasted to take place January 4, 2021 and issuance of the Notice to Proceed (NTP) for Construction June 23, 2021.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to December 2, 2023.

Please refer to P.001635 Lauderdale Manors in the appendix for full details of the schedule, below is a snapshot.

Table 7 – 2020 AECOM Baseline schedule of Lauderdale Manors ELC MS Re-Permitting


 BROWARD County Public Schools			P.001635 - DEC20 Lauderdale Manors ELC SMART Program Renovations - December 2020 BCPS - RSM 10 Project Audit																
Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2020	2021					
													Q2	Q3	Q4	Q1	Q2	Q3	Q4
P.001635 - DEC20	0000.TE.210	Completed	Pre-Design - Execute PSA With Selected Design Professional	0	0	0	06-Dec-16 A	06-Dec-16	06-Dec-16 A	06-Dec-16	0	0							
P.001635 - DEC20	0000.TE.220	Completed	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Select	6	6	0	23-Jan-17 A	23-Jan-17	30-Jan-17 A	30-Jan-17	0	0							
P.001635 - DEC20	0000.TE.225	Completed	Design Professional ATP - Issue ATP to Design Professional	0	0	0			30-Jan-17 A	30-Jan-17	0	0							
DESIGN WORK OFF-HOURS WORKSHEET																			
P.001635 - DEC20	0000.TE.030	Completed	Project Design Kick-Off - Hold Project Kick-Off Meeting With Princip	1	1	0	11-May-16 A	11-May-16	11-May-16 A	11-May-16	0	0							
P.001635 - DEC20	0000.TE.250	Completed	Project Charter - Hold Stakeholder Meeting	1	1	0	21-Nov-16 A	21-Nov-16	11-Nov-16 A	11-Nov-16	0	0							
DESIGN & PERMITTING																			
P.001635 - DEC20	3	In Progress	DESIGN	560	1009	28	01-Feb-17 A	01-Feb-17	15-Feb-21	05-Jun-19	-419	769							
P.001635 - DEC20	3	In Progress	DESIGN	560	1475	37	01-Feb-17 A	01-Feb-17	15-Feb-21	05-Jun-19	-420	-23							
DESIGN																			
P.001635 - DEC20	70	In Progress	DESIGN	560	1009	25	01-Feb-17 A	01-Feb-17	15-Feb-21	05-Jun-19	-419	769							
PROJECT SCOPE VALIDATION AND DESIGN DOCUMENTS																			
P.001635 - DEC20	0000.TE.680	Completed	Project Scope Validation - Validate Scope of Work	56	56	0	01-Feb-17 A	01-Feb-17	28-Mar-17 A	28-Mar-17	0	0							
P.001635 - DEC20	0000.TE.685	Completed	Project Scope Validation - Review / Accept	14	14	0	29-Mar-17 A	29-Mar-17	11-Apr-17 A	11-Apr-17	0	0							
PHASE I - SCHEMATIC DESIGN																			
P.001635 - DEC20	0000.TE.226	Completed	Site Visit	1	1	0	08-Feb-17 A	08-Feb-17	08-Feb-17 A	08-Feb-17	0	0							
P.001635 - DEC20	0000.TE.270	Completed	Design Phase 1 Documents (Schematic) - Prepare and Issue	48	48	0	08-Feb-17 A	08-Feb-17	28-Mar-17 A	28-Mar-17	0	0							
P.001635 - DEC20	0000.TE.285	Completed	Design Phase 1 Documents (Schematic) - Review	14	14	0	29-Mar-17 A	29-Mar-17	11-Apr-17 A	11-Apr-17	0	0							
PHASE II - DESIGN DEVELOPMENT																			
P.001635 - DEC20	0000.TE.295	Completed	Design Phase 2 Design Development - Prepare and Issue	44	44	0	12-Apr-17 A	12-Apr-17	25-May-17 A	25-May-17	0	0							
P.001635 - DEC20	0000.TE.315	Completed	Design Phase 2 Design Development - Review and Comment	16	16	0	25-May-17 A	25-May-17	09-Jun-17 A	09-Jun-17	0	0							
PHASE III - 50% CONSTRUCTION DOCUMENTS																			
P.001635 - DEC20	0000.TE.325	Completed	Design Phase 3 50% CDs - Prepare and Issue	45	45	0	10-Jun-17 A	10-Jun-17	24-Jul-17 A	24-Jul-17	0	0							
P.001635 - DEC20	0000.TE.335	Completed	Design Phase 3 50% CDs - Review and Comment	18	18	0	25-Jul-17 A	25-Jul-17	11-Aug-17 A	11-Aug-17	0	0							
PHASE III - 100% CONSTRUCTION DOCUMENTS																			
P.001635 - DEC20	0000.TE.340	Completed	Design Phase 3 100% CDs - Prepare and Issue	66	66	0	12-Aug-17 A	12-Aug-17	16-Oct-17 A	16-Oct-17	0	0							
P.001635 - DEC20	0000.TE.688	Completed	Design Phase 3 100% CDs - Backcheck	239	239	0	16-Oct-17 A	16-Oct-17	11-Jun-18 A	11-Jun-18	0	0							
PERMITTING - ORIGINAL - LOR EXPIRED																			
P.001635 - DEC20	0000.TE.345	Completed	Design 100% Documents - RO1 Review by Permitting Agencies	16	16	0	11-Jun-18 A	11-Jun-18	26-Jun-18 A	26-Jun-18	0	0							
P.001635 - DEC20	0000.TE.350	Completed	Design 100% Documents - Revise & Resubmit RO1	58	58	0	27-Jun-18 A	27-Jun-18	23-Aug-18 A	23-Aug-18	0	0							
P.001635 - DEC20	0000.TE.355	Completed	Design 100% Documents - RO2 Review by Permitting Agencies	23	23	0	23-Aug-18 A	23-Aug-18	14-Sep-18 A	14-Sep-18	0	0							
P.001635 - DEC20	0000.TE.690	Completed	Design 100% Documents - Revise & Resubmit RO2	89	89	0	15-Sep-18 A	15-Sep-18	12-Dec-18 A	12-Dec-18	0	0							
P.001635 - DEC20	0000.TE.700	Completed	Design 100% Documents - RO3 Review by Permitting Agencies	31	31	0	12-Dec-18 A	12-Dec-18	11-Jan-19 A	11-Jan-19	0	0							
P.001635 - DEC20	0000.TE.710	Completed	Design 100% Documents - Revise & Resubmit RO3	52	52	0	12-Jan-19 A	12-Jan-19	04-Mar-19 A	04-Mar-19	0	0							
P.001635 - DEC20	0000.TE.726	Completed	Design 100% Documents - RO4 Review by Permitting Agencies	8	8	0	04-Mar-19 A	04-Mar-19	11-Mar-19 A	11-Mar-19	0	0							
P.001635 - DEC20	0000.TE.738	Completed	Design 100% Documents - Revise & Resubmit RO4	63	63	0	12-Mar-19 A	12-Mar-19	13-May-19 A	13-May-19	0	0							
P.001635 - DEC20	0000.TE.748	Completed	Design 100% Documents - RO5 Review by Permitting Agencies	7	7	0	15-May-19 A	15-May-19	21-May-19 A	21-May-19	0	0							
P.001635 - DEC20	0000.TE.758	Completed	Design 100% Documents - Revise & Resubmit RO5	9	9	0	22-May-19 A	22-May-19	30-May-19 A	30-May-19	0	0							
P.001635 - DEC20	0000.TE.768	Completed	Design 100% Documents - RO6 Review by Permitting Agencies	6	6	0	31-May-19 A	31-May-19	05-Jun-19 A	05-Jun-19	0	0							
P.001635 - DEC20	0000.TE.360E	Completed	Letter of Recommendation to Permit From SBBC Building Departme	0	0	0													
PERMITTING - NEW LOR																			
P.001635 - DEC20	0001.TE.345	Completed	Design 100% Documents - RO1 Review by Permitting Agencies	0	66	25	22-Jul-20 A		15-Feb-21		-15								
P.001635 - DEC20	0001.TE.350	Completed	Design 100% Documents - Revise & Resubmit RO1	0	14	0	22-Jul-20 A		11-Aug-20 A										
P.001635 - DEC20	0001.TE.355	In Progress	Design 100% Documents - RO2 Review by Permitting Agencies	0	14	35	03-Sep-20 A		13-Feb-21		-22								
P.001635 - DEC20	0000.TE.360N	Not Started	Letter of Recommendation to Permit From SBBC Building Departme	0	0	0			15-Feb-21		-15								

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Table 8 - Lauderdale Manors Bid & Award and LOR Activities included expired LOR

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish	Total Float
Lauderdale Manors ELC SMART Program Renovations - December 2020				1436	1968	791	22-Apr-16 A	22-Apr-16	20-Feb-24	18-Jan-22	-532	0
PERMITTING - ORIGINAL - LOR EXPIRED				245	245	0	11-Jun-18 A	11-Jun-18	05-Jun-19 A	05-Jun-19	0	0
P.001635 - DEC20	0000.TE.360E	Completed	Letter of Recommendation to Permit From SBBC Building Department	0	0	0			05-Jun-19 A			
PERMITTING - NEW LOR				0	66	25	22-Jul-20 A		15-Feb-21			-15
P.001635 - DEC20	0001.TE.345	Completed	Design 100% Documents - RO1 Review by Permitting Agencies	0	14	0	22-Jul-20 A		11-Aug-20 A			
P.001635 - DEC20	0001.TE.350	Completed	Design 100% Documents - Revise & Resubmit RO1	0	14	0	11-Aug-20 A		03-Sep-20 A			
P.001635 - DEC20	0001.TE.355	In Progress	Design 100% Documents - RO2 Review by Permitting Agencies	0	14	35	03-Sep-20 A		13-Feb-21			-22
P.001635 - DEC20	0000.TE.360N	Not Started	Letter of Recommendation to Permit From SBBC Building Department - New LOR	0	0	0			15-Feb-21			-15
CONSTRUCTION PROCUREMENT (BID & AWARD)				755	902	122	10-Nov-17 A	10-Nov-17	23-Jun-21	16-Nov-20	-147	669
P.001635 - DEC20	4 In Progress	CONSTRUCTION PROCUREMENT		755	1322	171	10-Nov-17 A	10-Nov-17	23-Jun-21	16-Nov-20	-219	-15
INVITATION TO BID (ITB) BOARD AGENDA ITEM				16	16	0	10-Nov-17 A	10-Nov-17	05-Dec-17 A	05-Dec-17	0	0
P.001635 - DEC20	0000.TE.420	Completed	ITB Board Agenda Item - Board Approval To Advertise For Procurement	1	1	0	05-Dec-17 A	05-Dec-17	05-Dec-17 A	05-Dec-17	0	0
ITB ADVERTISEMENT AND BIDS				73	73	0	08-Nov-19 A	08-Nov-19	04-Mar-20 A	04-Mar-20	0	0
P.001635 - DEC20	0000.TE.430	Completed	ITB Advertisement - Advertise to Bid Contractor - Expired LOR	0	0	0			08-Nov-19 A	08-Nov-19	0	0
P.001635 - DEC20	0000.TE.435	Completed	ITB Advertisement - Deadline For Questions (2 Wks Before Bids) - Expired LOR	0	0	0			10-Jan-20 A	10-Jan-20	0	0
P.001635 - DEC20	0000.TE.440	Completed	ITB Advertisement - Receive Bids From Contractors / Open Bids - Expired LOR	0	0	0			03-Feb-20 A	03-Feb-20	0	0
P.001635 - DEC20	0000.TE.450	Completed	ITB Advertisement - Finalize Contract Package For Board Approval - Expired LOR	22	22	0	04-Feb-20 A	04-Feb-20	04-Mar-20 A	04-Mar-20	0	0
CONSTRUCTION CONTRACT BOARD AGENDA ITEM				0	0	0	31-Mar-20 A	31-Mar-20	31-Mar-20 A	31-Mar-20	0	0
P.001635 - DEC20	0000.TE.480	Completed	Construction Contract Board Item - Board Approve Construction Contract Board Item - I	0	0	0			31-Mar-20 A	31-Mar-20	0	0
PRE-CONSTRUCTION				163	98	0	31-Mar-20 A	31-Mar-20	30-Oct-20 A	16-Nov-20	11	0
P.001635 - DEC20	0000.TE.485	Completed	Pre-Construction - Execute Contract Document With Selected Contractor - Expired LOR	1	1	0	31-Mar-20 A	31-Mar-20	31-Mar-20 A	31-Mar-20	0	0
P.001635 - DEC20	0000.TE.495	Completed	Pre-Construction - Prepare NTP Document to Contractor - Expired LOR	157	97	0	08-Apr-20 A	08-Apr-20	30-Oct-20 A	16-Nov-20	11	0
CONSTRUCTION ITB, BID / AWARD, CONTRACT APPROVAL & PRE-CONSTRUCTION (NEW)				0	122	122	04-Jan-21	16-Nov-20	23-Jun-21	16-Nov-20	-147	-11
INVITATION TO BID (ITB) BOARD AGENDA ITEM (NEW LOR)				0	13	13	04-Jan-21		20-Jan-21			0
P.001635 - DEC20	0000.TE.806	Not Started	ITB Board Agenda Item - Board Approval To Advertise For Procurement	0	1	1	20-Jan-21		20-Jan-21			0
ITB ADVERTISEMENT AND BIDS (NEW LOR)				0	32	32	15-Feb-21		30-Mar-21			-14
P.001635 - DEC20	0000.TE.816	Not Started	ITB Advertisement - Advertise to Bid Contractor	0	0	0			15-Feb-21			-15
P.001635 - DEC20	0000.TE.826	Not Started	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0			02-Mar-21			-15
P.001635 - DEC20	0000.TE.836	Not Started	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0			16-Mar-21			-6
CONSTRUCTION CONTRACT BOARD AGENDA ITEM (NEW LOR)				0	0	0	20-Apr-21		20-Apr-21			0
P.001635 - DEC20	0000.TE.856	Not Started	Construction Contract Board Item - Board Approve Construction Contract Board Item	0	0	0			20-Apr-21			0
PRE-CONSTRUCTION (NEW LOR)				0	46	46	20-Apr-21	16-Nov-20	23-Jun-21	16-Nov-20	-147	-11
P.001635 - DEC20	0000.TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0			23-Jun-21	16-Nov-20	-147	-11
CONSTRUCTION				254	614	614	01-Jul-21	17-Nov-20	02-Dec-23	23-Nov-21	-512	-10
P.001635 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			02-Dec-23	23-Nov-21	-739	-15
P.001635 - DEC20	0000.TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01770e)	0	0	0			02-Dec-23			-15
CLOSE-OUT				30	50	50	03-Dec-23	24-Nov-21	20-Feb-24	18-Jan-22	-532	0
BOC FINAL COMPLETION (Cert of Completion)				30	60	60	03-Dec-23	24-Nov-21	31-Jan-24	23-Dec-21	-769	-15
P.001635 - DEC20	0000.TE.665	Not Started	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0	0	0			31-Jan-24	23-Dec-21	-769	-15
FAC CLOSE-OUT (Board or Memo)				0	0	0	20-Feb-24	18-Jan-22	20-Feb-24	18-Jan-22	-532	0
P.001635 - DEC20	0000.TE.672	Not Started	Project Close-Out - Final Payment Memo or Board Item	0	0	0			20-Feb-24	18-Jan-22	-25	0

6. Margate MS (P.001836)

In the 2018 CBRE-Heery Baseline schedule Design Phase 3 – 100% CD Review planned for 3 Revise and Resubmit submittals to be completed by December 21, 2018. In the Heery September 30, 2020 Baseline the Review and Resubmit was increased to 7 Reviews, during the AECOM 2020 Reset schedule review it was noted that Design Phase 3 – 100% CD Review was on its 8th Revise and Resubmit submittal with several outstanding and new comments, this was rectified in the AECOM 2020 Reset schedule where 2 additional reviews were added on top of the 8 Revise and Resubmit submittals that was already there when AECOM took charge, this re-forecasted the LOR date out to April 7, 2021. The 2018 CBRE-Heery Baseline schedule had the LOR date as April 26, 2019 Constrained.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to December 14, 2024.

Please refer to *P.001836 Margate MS* in the appendix for full details of the schedule, below is a snapshot.

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Table 9 – AECOM December 2020 schedule of Margate MS Permitting vs Heery September 20 Baseline



 <div>Established 1975 BROWARD County Public Schools</div>				P.001836 - DEC20 Margate MS SMART Program Renovations - December 2020 BCPS - RSM 10 Project Audit																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
Margate MS SMART Program Renovations - December 2020													Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									

Table 10 – Milestone comparison AECOM December 2020 vs Heery September 2020 Schedule dates

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish	Total Float
Margate MS SMART Program Renovations - December 2020				1515	2190	1078	22-Aug-16 A	22-Aug-16	18-Feb-25	19-Jul-22	-675	0
PERMITTING				562	687	70	01-Aug-18 A	01-Aug-18	07-Apr-21	14-Oct-20	-125	185
P.001836 - DEC20	0000.TE.360	Not Started	Letter of Recommendation to Permit From SBBC Building Department	0	0	0			07-Apr-21	14-Oct-20	-116	180
ROOFING				0	180	60	17-Jul-20 A		26-Mar-21			286
P.001836 - DEC20	4 In Progress	CONSTRUCTION PROCUREMENT	CONSTRUCTION PROCUREMENT	733	1063	86	29-Mar-18 A	29-Mar-18	17-May-22	09-Feb-21	-330	-16
CONSTRUCTION PROCURMENT (BID & AWARD)				712	1511	120	29-Mar-18 A	29-Mar-18	17-May-22	09-Feb-21	-462	-22
CONSTRUCTION ITB, BID / AWARD, CONTRACT APPROVAL & PRE-CONSTRUCTION				733	1063	86	29-Mar-18 A	29-Mar-18	17-May-22	09-Feb-21	-330	-16
INVITATION TO BID (ITB) BOARD AGENDA ITEM				19	19	0	29-Mar-18 A	29-Mar-18	24-Apr-18 A	24-Apr-18	0	
P.001836 - DEC20	0000.TE.420	Completed	ITB Board Agenda Item - Board Approval To Advertise For Procurement	1	1	0	24-Apr-18 A	24-Apr-18	24-Apr-18 A	24-Apr-18	0	
ITB ADVERTISEMENT AND BIDS				27	27	27	18-Jan-22	29-Oct-20	23-Feb-22	09-Dec-20	-296	-11
P.001836 - DEC20	0000.TE.430	Not Started	ITB Advertisement - Advertise to Bid Contractor	0	0	0			18-Jan-22*	29-Oct-20	-296	-11
P.001836 - DEC20	0000.TE.435	Not Started	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0			02-Feb-22	16-Nov-20	-296	-11
P.001836 - DEC20	0000.TE.440	Not Started	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0			16-Feb-22	02-Dec-20	-296	-11
CONSTRUCTION CONTRACT BOARD AGENDA ITEM				28	13	13	23-Feb-22	09-Dec-20	15-Mar-22	19-Jan-21	-300	-19
P.001836 - DEC20	0000.TE.480	Not Started	Construction Contract Board Item - Board Approve Construction Contract Board Item	0	0	0			15-Mar-22	19-Jan-21	-14	0
P.001836 - DEC20	0000.TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0			17-May-22	09-Feb-21	-318	-16
CONSTRUCTION				347	668	668	25-May-22	17-Feb-21	14-Dec-24	16-Jun-22	-651	-15
P.001836 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			14-Dec-24	16-Jun-22	-912	-22
P.001836 - DEC20	0000.TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01770e)	0	0	0			14-Dec-24	16-Jun-22	-912	-22
CLOSE-OUT				22	46	46	15-Dec-24	17-Jun-22	18-Feb-25	19-Jul-22	-675	0
BOC FINAL COMPLETION (Cert of Completion)				30	60	60	15-Dec-24	17-Jun-22	12-Feb-25	16-Jul-22	-942	-22
P.001836 - DEC20	0000.TE.665	Not Started	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0	0	0			12-Feb-25	16-Jul-22	-942	-22
P.001836 - DEC20	0000.TE.1771	Not Started	Consultant's Letter Establishing Final Completion Date (01770h)	0	0	0			12-Feb-25	16-Jul-22	-942	-22
FAC CLOSE-OUT (Board or Memo)				0	0	0	18-Feb-25	19-Jul-22	18-Feb-25	19-Jul-22	-675	0
P.001836 - DEC20	0000.TE.672	Not Started	Project Close-Out - Final Payment Memo or Board Item	0	0	0			18-Feb-25	19-Jul-22	-31	0

7. Pines Lakes ES (P.002004)

In the 2018 CBRE-Heery Baseline schedule, this project was listed as ITB, then CBRE-Heery converted the delivery method to Construction Services Minor Project (CSMP). The bid came back by way of the 800B from the nominated GC with pricing of \$1,593,938, this was over \$1.234M the Atkins construction Fixed Limit of Construction Cost FLCC. The bid was rejected, and the project was re-converted back to ITB.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to November 27, 2023.

Please refer to P.002004 Pines Lake in the appendix for full details of the schedule

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Table 11 - Pines Lake ES Schedule Modification for 2020 Reset

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2020	2021	2022	2023
Pines Lakes ES SMART Program Renovations - December 2020													Q3	Q4	Q1	Q2
ITB ADVERTISEMENT AND BIDS																
P.002004 - DEC20	0000 TE.430	Completed	ITB Advertisement - Advertise to Bid Contractor	34	44	0	14-Jul-20	14-Jul-20	15-Sep-20	31-Aug-20	-10	0				
P.002004 - DEC20	0000 TE.725	Completed	ITB Advertisement - Pre-Bid Conference	0	0	0	14-Jul-20	14-Jul-20	14-Jul-20	14-Jul-20	0	0				
P.002004 - DEC20	0000 TE.433	Completed	ITB Advertisement - Site Visit	0	0	0	22-Jul-20	22-Jul-20	22-Jul-20	22-Jul-20	0	0				
P.002004 - DEC20	0000 TE.435	Completed	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0	22-Jul-20	22-Jul-20	22-Jul-20	22-Jul-20	0	0				
P.002004 - DEC20	0000 TE.440	Completed	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0	07-Aug-20	07-Aug-20	07-Aug-20	07-Aug-20	0	0				
P.002004 - DEC20	0000 TE.445	Completed	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	1	1	0	25-Aug-20	25-Aug-20	25-Aug-20	25-Aug-20	0	0				
P.002004 - DEC20	0000 TE.445	Completed	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal d	4	14	0	26-Aug-20	26-Aug-20	15-Sep-20	31-Aug-20	-10	0				
CONSTRUCTION CONTRACT BOARD AGENDA ITEM																
P.002004 - DEC20	0000 TE.470	Completed	Construction Contract Board Item - Revised Document APG Review (A	10	54	0	01-Sep-20	31-Aug-20	22-Sep-20	15-Sep-20	-5	0				
P.002004 - DEC20	0000 TE.480	Completed	Construction Contract Board Item - Board Approve Construction Contra	0	0	0	15-Sep-20	15-Sep-20	15-Sep-20	15-Sep-20	0	0				
P.002004 - DEC20	0000 TE.465	Completed	Construction Contract Board Item - Preliminary Review and Approval Is	0	0	0	21-Sep-20	21-Sep-20	21-Sep-20	21-Sep-20	0	0				
P.002004 - DEC20	0000 TE.715	Completed	Construction Contract Board Item - Preliminary APG Review (APG Plan)	0	0	0	22-Sep-20	22-Sep-20	22-Sep-20	22-Sep-20	0	0				
PRE-CONSTRUCTION																
P.002004 - DEC20	0000 TE.485	Completed	Pre-Construction - Execute Contract Document With Selected Contrac	27	46	0	15-Sep-20	15-Sep-20	15-Sep-20	15-Sep-20	0	0				
P.002004 - DEC20	0000 TE.490	In Progress	Pre-Construction - Prepare NTP Document	26	45	10	16-Oct-20	16-Sep-20	15-Jan-21	21-Oct-20	-53	-6				
P.002004 - DEC20	0000 TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0	15-Jan-21	15-Jan-21	21-Oct-20	21-Oct-20	-53	-6				
CONSTRUCTION																
P.002004 - DEC20	5	Not Started	CONSTRUCTION	250	722	722	25-Jan-21	22-Oct-20	27-Nov-23	23-Oct-21	-530	-6				
P.002004 - DEC20	0000 TE.1781LOE	Not Started	Construction Duration + Trends	0	741	741	25-Jan-21	22-Oct-20	27-Nov-23	23-Oct-21	-766	-10				
START OF CONSTRUCTION																
P.002004 - DEC20	0000 TE.635	Not Started	Construction - Start	250	722	722	25-Jan-21	22-Oct-20	27-Nov-23	23-Oct-21	-530	-6				
P.002004 - DEC20	0000 TE.635	Not Started	Construction - Construction (Including Weather Days @ 40days/100d	0	0	0	25-Jan-21	22-Oct-20	27-Nov-23	23-Oct-21	-530	-6				
P.002004 - DEC20	0000 TE.1791	Not Started	Flooding Sub-permit Process Trend	0	175	175	17-Jun-23	10-Jul-23	10-Jul-23	10-Jul-23	-10	0				
P.002004 - DEC20	0000 TE.1791	Not Started	Trending Including ASU Pricing, Change Order, Cop Process and Boar	0	140	140	11-Jul-23	27-Nov-23	27-Nov-23	27-Nov-23	-10	0				
P.002004 - DEC20	0000 TE.655	Not Started	Construction - Certificate of Occupancy (BO Signed 11/06)	0	0	0	27-Nov-23	23-Oct-21	27-Nov-23	23-Oct-21	-765	-10				
P.002004 - DEC20	0000 TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01/7/06)	0	0	0	27-Nov-23	27-Nov-23	27-Nov-23	27-Nov-23	-10	0				

8. Sawgrass ES (P.002127)

CBRE-Heery September 2020 schedule had the LOR issued September 11, 2020 for Sawgrass ES a Funding Year 5 project. As part of the AECOM 2020 Reset schedule review it was noted that there were a number of years 1 - 3 projects nearing LOR expiration and also to facilitate resource leveling, the decision was made to delay the ITB Advertisement to November 2021. The project Construction Duration was also deemed to be unrealistic based on the Scope information, therefore a review resulted in an expansion of the performance period for Construction.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to December 4, 2024.

Please refer to P.002127 Sawgrass ES in the appendix for full details of the schedule, below is a snapshot.

Table 12 - AECOM 2020 Reset schedule of Sawgrass ES Design and Permitting

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2021	2022	2023	2024
Sawgrass ES SMART Renovations - December 2020													Q1	Q2	Q3	Q4
CONSTRUCTION PROCUREMENT (BID & AWARD)																
P.002127 - DEC20	4	In Progress	CONSTRUCTION PROCUREMENT	372	527	155	20-Sep-17	20-Sep-17	18-Feb-25	18-Oct-22	-569	0				
P.002127 - DEC20	4	In Progress	CONSTRUCTION PROCUREMENT	372	527	155	20-Sep-17	20-Sep-17	18-Feb-25	18-Oct-22	-569	0				
CONSTRUCTION ITB, BID / AWARD, CONTRACT APPROVAL & PRE-CONSTRUCTION																
P.002127 - DEC20	0000 TE.410	Completed	ITB Board Agenda Item - Revised Document APG Review (APG Final)	5	51	0	08-Apr-20	08-Apr-20	17-May-22	14-Apr-20	-159	0				
P.002127 - DEC20	0000 TE.420	Completed	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	1	1	0	08-Apr-20	08-Apr-20	08-Apr-20	08-Apr-20	0	0				
ITB ADVERTISEMENT AND BIDS																
P.002127 - DEC20	0000 TE.430	Not Started	ITB Advertisement - Advertise to Bid Contractor	0	0	0	29-Nov-21	29-Nov-21	29-Nov-21	29-Nov-21	-146	-15				
P.002127 - DEC20	0000 TE.725	Not Started	ITB Advertisement - Pre-Bid Conference	0	0	0	03-Dec-21	03-Dec-21	03-Dec-21	03-Dec-21	-146	-3				
P.002127 - DEC20	0000 TE.433	Not Started	ITB Advertisement - Site Visit	0	0	0	03-Dec-21	03-Dec-21	03-Dec-21	03-Dec-21	-146	-3				
P.002127 - DEC20	0000 TE.435	Not Started	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0	15-Dec-21	15-Dec-21	15-Dec-21	15-Dec-21	-146	-15				
P.002127 - DEC20	0000 TE.440	Not Started	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0	07-Jan-22	07-Jan-22	07-Jan-22	07-Jan-22	-146	-15				
P.002127 - DEC20	0000 TE.445	Not Started	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	3	3	3	24-Jan-22	17-Jun-21	26-Jan-22	21-Jun-21	-146	-15				
P.002127 - DEC20	0000 TE.450	Not Started	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal d	14	14	14	27-Jan-22	22-Jun-21	15-Feb-22	12-Jul-21	-146	-15				
CONSTRUCTION CONTRACT BOARD AGENDA ITEM																
P.002127 - DEC20	0000 TE.485	Not Started	Construction Contract Board Item - Preliminary Review and Approval Is	25	101	19	15-Feb-22	12-Jul-21	15-May-22	17-Aug-21	-140	-13				
P.002127 - DEC20	0000 TE.480	Not Started	Construction Contract Board Item - Board Approve Construction Contra	0	0	0	15-Feb-22	12-Jul-21	15-May-22	17-Aug-21	-146	-15				
P.002127 - DEC20	0000 TE.715	Not Started	Construction Contract Board Item - Preliminary APG Review (APG Plan)	0	0	0	22-Feb-22	18-Jun-21	22-Feb-22	18-Jun-21	-146	-15				
P.002127 - DEC20	0000 TE.470	Not Started	Construction Contract Board Item - Revised Document APG Review (A	0	0	0	01-Mar-22	26-Jul-21	01-Mar-22	26-Jul-21	-146	-15				
P.002127 - DEC20	0000 TE.480	Not Started	Construction Contract Board Item - Board Approve Construction Contra	0	0	0	15-Mar-22	17-Aug-21	15-Mar-22	17-Aug-21	-146	-15				
PRE-CONSTRUCTION																
P.002127 - DEC20	0000 TE.485	Not Started	Pre-Construction - Execute Contract Document With Selected Contrac	31	46	46	15-Mar-22	17-Aug-21	17-May-22	23-Sep-21	-150	-8				
P.002127 - DEC20	0000 TE.490	Not Started	Pre-Construction - Prepare NTP Document	30	45	45	16-Mar-22	18-Aug-21	17-May-22	23-Sep-21	-155	-8				
P.002127 - DEC20	0000 TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0	17-May-22	23-Sep-21	17-May-22	23-Sep-21	-155	-8				
CONSTRUCTION																
P.002127 - DEC20	5	Not Started	CONSTRUCTION	232	648	648	25-May-22	30-Sep-21	04-Dec-24	01-Sep-22	-576	-8				
P.002127 - DEC20	0000 TE.1781LOE	Not Started	Construction Duration + Trends	0	681	681	25-May-22	30-Sep-21	04-Dec-24	01-Sep-22	-825	-12				
START OF CONSTRUCTION																
P.002127 - DEC20	0000 TE.645	Not Started	Construction - Start	232	648	648	25-May-22	30-Sep-21	04-Dec-24	01-Sep-22	-576	-8				
P.002127 - DEC20	0000 TE.650	Not Started	Construction - Construction (Including Weather Days @ 40days/100d	0	0	0	07-Oct-21	15-Nov-23	01-Sep-22	01-Sep-22	-440	-12				
P.002127 - DEC20	0000 TE.1791	Not Started	Flooding Sub-permit Process Trend	0	175	175	16-Nov-23	08-May-24	08-May-24	08-May-24	-12	0				
P.002127 - DEC20	0000 TE.1791	Not Started	Trending Including ASU Pricing, Change Order, Cop Process and Boar	0	210	210	09-May-24	04-Dec-24	04-Dec-24	04-Dec-24	-12	0				
P.002127 - DEC20	0000 TE.655	Not Started	Construction - Certificate of Occupancy (BO Signed 11/06)	0	0	0	04-Dec-24	01-Sep-22	04-Dec-24	01-Sep-22	-825	-12				
P.002127 - DEC20	0000 TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01/7/06)	0	0	0	04-Dec-24	04-Dec-24	04-Dec-24	04-Dec-24	-12	0				

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

9. Sawgrass Springs MS (P.001841)

The Letter of Recommendation permit for P.001841 Sawgrass Springs MS had expired after receiving it April 16th, 2019. The lapse of LOR meant it was reverted back for redesign and possible updated code changes from the original LOR issuance. The redesign Phase 3 – 100% CD Review planned for 4 Revise and Resubmit submittals and was re-forecasted for completion on June 02, 2021.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to May 20, 2025.

Please refer to P.001841 Sawgrass Springs MS in the appendix for full details of the schedule, below is a snapshot.

Table 13 – December 2020 Reset Sawgrass Springs MS ES Design Permitting and Construction activities

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/5/20)	Finish	Finish (Heery 9/5/20)	Variance - BL Project Finish Date	Total Float	2019202020212022202320242025																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Sawgrass Springs MS SMART Program Renovations - December 2020													1493	2132	1108	02-Sep-16 A	02-Sep-16	20-May-25	16-Aug-22	699	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																</

Deferral of ITB Bid Advertisement from Heery Sept 20 Schedule

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Table 14 - AECOM 2020 Reset schedule for Sawgrass Springs MS Expired LOR and new Design Reviews

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float
Sawgrass Springs MS SMART Program Renovations - December 2020				1493	2192	1108	02-Sep-16 A	02-Sep-16	20-May-25	16-Aug-22	-699	0
PERMITTING - LOR EXPIRED				223	223	0	22-May-18 A	22-May-18	16-Apr-19 A	16-Apr-19	0	0
P.001841 - DEC20	0000.TE.360	Completed	Letter of Recommendation to Permit From SBBC Building Department (LOR Expired)	0	0	0			16-Apr-19 A	16-Apr-19	0	0
PERMITTING - NEW LOR				0	102	102	09-Jan-21		02-Jun-21			172
P.001841 - DEC20	0000.TE.1776	Not Started	Design 100% Documents - R01 Review by Permitting Agencies	0	21	21	09-Jan-21		30-Jan-21			254
P.001841 - DEC20	0000.TE.1782	Not Started	Design 100% Documents - Revise & Resubmit R01	0	14	14	31-Jan-21		13-Feb-21			268
P.001841 - DEC20	0000.TE.1786	Not Started	Design 100% Documents - R02 Review by Permitting Agencies	0	14	14	14-Feb-21		28-Feb-21			253
P.001841 - DEC20	0000.TE.1999	Not Started	Design 100% Documents - Revise & Resubmit R02	0	14	14	01-Mar-21		14-Mar-21			267
P.001841 - DEC20	0000.TE.1796	Not Started	Design 100% Documents - R03 Review by Permitting Agencies	0	14	14	15-Mar-21		06-Apr-21			252
P.001841 - DEC20	0000.TE.1801	Not Started	Design 100% Documents - Revise & Resubmit R03	0	14	14	07-Apr-21		20-Apr-21			258
P.001841 - DEC20	0000.TE.1806	Not Started	Design 100% Documents - R04 Review by Permitting Agencies	0	14	14	21-Apr-21		04-May-21			252
P.001841 - DEC20	0000.TE.1811	Not Started	Design 100% Documents - Revise & Resubmit R04	0	14	14	05-May-21		18-May-21			258
P.001841 - DEC20	0000.TE.1816	Not Started	Design 100% Documents - R05 Review by Permitting Agencies	0	14	14	19-May-21		02-Jun-21			252
P.001841 - DEC20	0000.TE.360N	Not Started	Letter of Recommendation to Permit From SBBC Building Department	0	0	0			02-Jun-21			172
CONSTRUCTION PROCUREMENT (BID & AWARD)				684	1045	73	12-Apr-18 A	12-Apr-18	21-Jun-22	14-Jan-21	-361	-14
P.001841 - DEC20	4	In Progress	CONSTRUCTION PROCUREMENT	684	1532	103	12-Apr-18 A	12-Apr-18	21-Jun-22	14-Jan-21	-523	-20
CONSTRUCTION ITB, BID / AWARD, CONTRACT APPROVAL & PRE-CONSTRUCTION				684	1045	73	12-Apr-18 A	12-Apr-18	21-Jun-22	14-Jan-21	-361	-14
INVITATION TO BID (ITB) BOARD AGENDA ITEM				19	975	1	12-Apr-18 A	12-Apr-18	15-Mar-22	08-May-18	-956	-20
P.001841 - DEC20	0000.TE.420	Completed	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	1	1	0	08-May-18 A	08-May-18	08-May-18 A	08-May-18	0	0
P.001841 - DEC20	0000.TE.2000	Not Started	ITB Advertisement - Advertise to Bid Contractor	0	1	1	15-Mar-22		15-Mar-22			-1
ITB ADVERTISEMENT AND BIDS				15	18	18	11-Mar-22	16-Nov-20	05-Apr-22	09-Dec-20	-325	-15
P.001841 - DEC20	A*	Not Started	Start ITB	0	0	0	11-Mar-22*		15-Mar-22	16-Nov-20	-325	-15
P.001841 - DEC20	0000.TE.435	Not Started	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0			29-Mar-22	02-Dec-20	-325	-15
P.001841 - DEC20	0000.TE.440	Not Started	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0			19-Apr-22	15-Dec-20	-331	-24
CONSTRUCTION CONTRACT BOARD AGENDA ITEM				3	9	9	05-Apr-22	09-Dec-20	19-Apr-22	15-Dec-20	-16	0
P.001841 - DEC20	0000.TE.480	Not Started	Construction Contract Board Item - Board Approve Construction Contract Board Item	0	0	0			21-Jun-22	14-Jan-21	-361	-14
PRE-CONSTRUCTION				16	46	46	19-Apr-22	15-Dec-20	21-Jun-22	14-Jan-21	-361	-14
P.001841 - DEC20	0000.TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0			21-Jun-22	14-Jan-21	-361	-14
CONSTRUCTION				364	681	681	29-Jun-22	15-Jan-21	06-Mar-25	25-Jun-22	-683	-14
P.001841 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			06-Mar-25	25-Jun-22	-985	-20
P.001841 - DEC20	0000.TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01770e)	0	0	0			09-Aug-23			-20
ROOF WORKS				0	284	284	29-Jun-22		09-Aug-23			383
P.001841 - DEC20	RO00.TE.000	Not Started	Roof Construction Works	0	291	291	29-Jun-22		09-Aug-23			397
P.001841 - DEC20	RO00.TE.002	Not Started	Obtain Roof Sub-permits from BD	0	60	60	29-Jun-22		27-Aug-22			555
CLOSE-OUT				36	52	52	07-Mar-25	26-Jun-22	20-May-25	16-Aug-22	-699	0
BOC FINAL COMPLETION (Cert of Completion)				30	60	60	07-Mar-25	26-Jun-22	05-May-25	25-Jul-22	-1015	-20
P.001841 - DEC20	0000.TE.665	Not Started	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0	0	0			05-May-25	25-Jul-22	-1015	-20
P.001841 - DEC20	0000.TE.1771	Not Started	Consultant's Letter Establishing Final Completion Date (01770h)	0	0	0			05-May-25			-20
FAC CLOSE-OUT (Board or Memo)				0	0	0	20-May-25	16-Aug-22	20-May-25	16-Aug-22	-699	0
P.001841 - DEC20	0000.TE.672	Not Started	Project Close-Out - Final Payment Memo or Board Item	0	0	0			20-May-25	16-Aug-22	-33	0

10. South Broward HS (P.001838)

In the 2020 CBRE-Heery Baseline schedule the NTP was forecasted to be issued by October 1st, 2020, however, the NTP was actually issued December 18th, 2020 as shown in the AECOM December 2020 Reset. Trending bars were added into the AECOM 2020 reset as a result of the workshop held where AECOM identified constructability gaps.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to September 01, 2023.

Please refer to P.001838 South Broward HS in the appendix for full details of the schedule

Table 15 - AECOM December 2020 reset schedule, South Broward HS NTP through Substantial Completion

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float
South Broward HS SMART Program Renovations - December 2020				1437	1825	732	22-Aug-16 A	22-Aug-16	21-Nov-23	17-May-22	-388	0
PRE-CONSTRUCTION				31	72	0	19-Aug-20	19-Aug-20	19-Aug-20		-41	0
P.001838 - DEC20	0000.TE.405	Completed	Pre-Construction - Execute Contract Document With Selected Contr	1	1	0	19-Aug-20 A	19-Aug-20	19-Aug-20		0	0
P.001838 - DEC20	0000.TE.490	Completed	Pre-Construction - Prepare NTP Document	30	30	0	20-Aug-20 A	20-Aug-20	18-Dec-20 A	01-Oct-20	-54	-14
P.001838 - DEC20	0000.TE.635	Completed	Construction - Issue NTP to Contractor	0	0	0			18-Dec-20 A	01-Oct-20	-54	-14
CONSTRUCTION				365	692	676	28-Dec-20 A	02-Oct-20	01-Sep-23	27-Mar-22	-368	-10
P.001838 - DEC20	5	In Progress	CONSTRUCTION	365	1004	975	28-Dec-20 A	02-Oct-20	01-Sep-23	25-Mar-22	-525	-14
P.001838 - DEC20	0000.TE.1781LOE	In Progress	Construction Duration + Trends	0	702	692	28-Dec-20 A	02-Oct-20	01-Sep-23	27-Mar-22	-368	-10
START OF CONSTRUCTION				361	687	676	28-Dec-20 A	02-Oct-20	01-Sep-23	27-Mar-22	-368	-10
CONSTRUCTION WORKS				0	0	0	28-Dec-20 A	02-Oct-20	01-Sep-23	27-Mar-22	-368	-10
P.001838 - DEC20	0000.TE.645	Completed	Construction - Start	0	0	0	28-Dec-20 A	02-Oct-20	01-Sep-23	27-Mar-22	-368	-10
P.001838 - DEC20	0000.TE.650	In Progress	Construction - Construction (530 days per bid)	530	530	527	28-Dec-20 A	02-Oct-20	10-Jun-22	22-Mar-22	-60	-14
P.001838 - DEC20	0000.TE.1791	Not Started	Roofing Sub-permit Process Trend	0	168	168	11-Jun-22		25-Nov-22		-14	-14
P.001838 - DEC20	0000.TE.1781	Not Started	Trending Including ASI, Pricing, Change Order, Corp Process and Bow	0	280	280	26-Nov-22		01-Sep-23		-14	-14
P.001838 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			01-Sep-23	27-Mar-22	-523	-14
P.001838 - DEC20	0000.TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01770e)	0	0	0			01-Sep-23			-14

The above schedules of AECOM December 2020 reset with CBRE-Heery September 2020 as the baseline for comparison, columns Start and Finish shows both schedule dates.

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Conclusion

The data submitted by RSM was evaluated and attention paid to the variances between the CBRE-Heery September 2020 Schedule and the AECOM December 2020 reset.

Overall the variances presented are factors of the reset; this include schedule assessment and enhancement, putting together realistic duration and sequencing, adding additional Design Revise & Resubmit, additional time to prepare NTP, adding Time Risk Allowance (Trending) for Change Orders plus time allocation for ASI etc., The AECOM December 2020 reset includes roofing reality, roofing activities by buildings, weather calendar that was never present in the CBRE-Heery September 2020 schedule.

Appendix

Appendix 01 NTP Process Trends

Table 4 - Typical CBRE-Heery vs AECOM trending for NTP

Project ID	Activity ID	Activity Name	Original Duration	Remaining Duration	BL Project Duration	Start	BL Project Start	Finish	BL Project Finish
PRE-CONSTRUCTION			46	46	30	20-Jun-23	11-Mar-20	22-Aug-23	21-Apr-20
P.002065-1 - B13	0000.TE.485	Pre-Construction - Execute Contract Document With Selected C	1	1	1	20-Jun-23	11-Mar-20	20-Jun-23	11-Mar-20
P.002065-1 - B13	0000.TE.490	Pre-Construction - Prepare NTP Document	45	45	30	21-Jun-23	11-Mar-20	22-Aug-23	21-Apr-20
P.002065-1 - B13	0000.TE.635	Construction - Issue NTP to Contractor	0	0	0			22-Aug-23	21-Apr-20

Appendix 02 Building Department Design Review Cycle Trends

Table 5 - Typical Trending for 5 Reviews included in December 2020 Reset

Project ID	Activity ID	Activity Name	Original Duration	Remaining Duration	BL Project Duration	Start	BL Project Start	Finish	BL Project Finish	Variance - BL Project Finish Date
PERMITTING			94	94	94	02-Jun-21	02-Jun-21	14-Oct-21	14-Oct-21	0
P.00XXX	0000.TE.1005	Design 100% Documents - RO1 Review by Permitting Agencies	21	21	21	02-Jun-21	02-Jun-21	23-Jun-21	23-Jun-21	0
P.00XXX	0000.TE.1015	Design 100% Documents - Revise & Resubmit RO1	14	14	14	23-Jun-21	23-Jun-21	07-Jul-21	07-Jul-21	0
P.00XXX	0000.TE.1025	Design 100% Documents - RO2 Review by Permitting Agencies	14	14	14	07-Jul-21	07-Jul-21	21-Jul-21	21-Jul-21	0
P.00XXX	0000.TE.1280	Design 100% Documents - Revise & Resubmit RO2	14	14	14	21-Jul-21	21-Jul-21	04-Aug-21	04-Aug-21	0
P.00XXX	0000.TE.1285	Design 100% Documents - RO3 Review by Permitting Agencies	14	14	14	04-Aug-21	04-Aug-21	18-Aug-21	18-Aug-21	0
P.00XXX	0000.TE.1290	Design 100% Documents - Revise & Resubmit RO3	14	14	14	18-Aug-21	18-Aug-21	01-Sep-21	01-Sep-21	0
P.00XXX	0000.TE.1295	Design 100% Documents - RO4 Review by Permitting Agencies	14	14	14	01-Sep-21	01-Sep-21	16-Sep-21	16-Sep-21	0
P.00XXX	0000.TE.1300	Design 100% Documents - Revise & Resubmit RO4	14	14	14	16-Sep-21	16-Sep-21	30-Sep-21	30-Sep-21	0
P.00XXX	0000.TE.1305	Design 100% Documents - RO5 Review by Permitting Agencies	14	14	14	30-Sep-21	30-Sep-21	14-Oct-21	14-Oct-21	0
P.00XXX	0000.TE.360	Letter of Recommendation to Permit From SBBC Building Depa	0	0	0			14-Oct-21	14-Oct-21	0

Appendix 03 Roofing Sub-permit Process Trends

Refer to Appendix 04 below.

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Appendix 04 ASI, Pricing, Change Order, CORP and Board Approval Process Trends

Table 6 - Trending ASI, Pricing, Change Order, CORP Board Approval

Trends Listing

Trend 01

Building Department

Letter of Recommendation – LOR

100% CDs Submissions + BD Revisions = 135d or 4.5 Months

Trend 02

Building Department

Roof Sub-permit Process = 175 days

Trend 03

Trending Including ASI, Pricing, Change Order, Corp Process and Board Approval

Small Projects = 20 Weeks

Medium Project = 30 Weeks

Large Projects = 40 Weeks

Note: On each size of projects depending on how close construction is to finish it can be less weeks

Those number of weeks per project size are the maximum time estimated as a trend

Trend 04

Weather Impact, Summertime, productivity, previous experiences on past projects and other factors where estimated by Team Leaders to determine more realistic construction durations

Trend 05

Project Closeout: It went from 30 days to 60 days duration

Trending by Small, Medium and Large (At completion cost value)

Activity	Status	Trend by Value	Base Original Duration	Adjustments	Current Original Duration
Construction (Bid Value)	Not Started	Any	2018 OD	Expected Weather Day Impacts	Sum
Construction (Bid Value)	In-Progress	Any	2018 OD	Expected Weather Day Impacts	Sum
Construction (Bid Value)	In-Progress	Any	2018 OD	Expected Productivity	Sum
Construction (Bid Value)	In-Progress	Any	2018 OD	Current CO's Pending Approval Impacting Time	Sum
Roofing Sub-Permit Process Trend	Not Started	Any	175 Calendar Days		
Roofing Sub-Permit Process Trend	In-Progress	Any	175 Calendar Days	1-Duration%Complete	BOD*(1-Duration%Complete)
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	Not Started	Sm	140 Calendar Days		
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	Not Started	Md	210 Calendar Days		
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	Not Started	Lg	285 Calendar Days		
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	In-Progress	Sm	140 Calendar Days	1-Duration%Complete	BOD*(1-Duration%Complete)
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	In-Progress	Md	210 Calendar Days	1-Duration%Complete	BOD*(1-Duration%Complete)
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	In-Progress	Lg	285 Calendar Days	1-Duration%Complete	BOD*(1-Duration%Complete)

Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Table 7 - Trending in the December 2020 Reset

Project ID	Activity ID	Activity Name	Original Duration	Remaining Duration	BL Project Duration	Start	BL Project Start	Finish	BL Project Finish	Variance - BL Project Finish Date
CONSTRUCTION WORK			797	797	797	27-Jul-22	27-Jul-22	13-Sep-25	13-Sep-25	0
P.00XXXX	0000.TE.645	Construction - Start	0	0	0	27-Jul-22	27-Jul-22			0 Not Started
P.00XXXX	0000.TE.650	Construction - Construction (Including Weather Days @ 40day	760	760	760	27-Jul-22	27-Jul-22	24-Aug-24	24-Aug-24	0 Not Started
P.00XXXX	0000.TE.1791	Roofing Sub-permit Process Trend	175	175	175	25-Aug-24	25-Aug-24	15-Feb-25	15-Feb-25	0 Not Started
P.00XXXX	0000.TE.1781	Trending Including ASI, Pricing, Change Order, Corp Process and	210	210	210	16-Feb-25	16-Feb-25	13-Sep-25	13-Sep-25	0 Not Started
P.00XXXX	0000.TE.655	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			13-Sep-25	13-Sep-25	0 Not Started
P.00XXXX	0000.TE.1770	Construction - Substantial Completion (AE Signed 01770e)	0	0	0			13-Sep-25	13-Sep-25	0 Not Started

Appendix 05 Closeout Trends

Table 20 - Typical Heery 2020 Baseline vs December 2020 Reset Closeout

Project ID	Activity ID	Activity Name	Original Duration	Remaining Duration	BL Project Duration	Start	BL Project Start	Finish	BL Project Finish
CLOSE-OUT			46	46	22	15-Dec-24	11-Dec-20	18-Feb-25	12-Jan-21
BOC FINAL COMPLETION (Cert of Completion)			60	60	30	15-Dec-24	11-Dec-20	12-Feb-25	09-Jan-21
P.001836-2 - B13	0000.TE.660	Project Close-Out - Resolve Punchlist Items	60	60	30	15-Dec-24	11-Dec-20	12-Feb-25	09-Jan-21
P.001836-2 - B13	0000.TE.665	Project Close-Out - Final Completion (OEF-209/Cert of Complet	0	0	0			12-Feb-25	09-Jan-21
P.001836-2 - B13	0000.TE.1771	Consultant's Letter Establishing Final Completion Date (01770h	0	0	0			12-Feb-25	

Table 21 - RSM 10 Project Sample

Heery columns = 9/30/20 schedule data AECOM columns = 12/31/20 schedule data														
			Procure Contractor											
Sample #	Index	School Name	LOR Permit Date (Heery)	LOR Permit Date (AECOM)	LOR Permit Date (Difference)	Board Approve to Advertise (Heery)	Board Approve to Advertise (AECOM)	Board Approve to Advertise (Difference)	Advertise ITB Package (Heery)	Advertise ITB Package (AECOM)	Advertise ITB Package (Difference)			
1	13	Boulevard Heights ES	08/27/19	08/27/19	0	08/06/19	08/06/19	0	12/21/20	03/03/23	802			
2	28	Coconut Palm ES (Cont Serv CMAR)	06/04/20	06/04/20	0	11/04/20	04/20/21	167	03/30/21	05/15/23	776			
3	37	Coral Springs MS	10/30/20	04/16/21	168	11/04/20	06/07/21	215	04/29/21	06/07/21	39			
4	86	Henry D. Perry EC	05/20/19	05/20/19	0	07/23/19	07/23/19	0	05/29/20	05/29/20	0			
5	102	Lauderdale Manors ELC	06/05/19	06/05/19	0	12/05/17	12/05/17	0	11/08/19	11/08/19	0			
6	114	Margate MS	10/14/20	04/07/21	175	04/24/18	04/24/18	0	10/29/20	01/18/22	446			
7	161	Pines Lakes ES	04/18/19	04/18/19	0	09/05/18	09/05/18	0	07/14/20	07/14/20	0			
8	183	Sawgrass ES	09/11/20	09/11/20	0	04/14/20	04/14/20	0	04/29/21	11/29/21	214			
9	184	Sawgrass Springs MS	04/16/19	04/16/19	0	05/08/18	05/08/18	0	10/29/20	03/15/22	502			
10	198	South Broward HS	09/05/19	09/05/19	0	05/22/18	05/22/18	0	01/24/20	01/24/20	0			
Heery columns = 9/30/20 schedule data AECOM columns = 12/31/20 schedule data														
Sample #	Index	School Name	ITB Questions Due (Heery)	ITB Questions Due (AECOM)	ITB Questions Due (Difference)	Receive Bids (Heery)	Receive Bids (AECOM)	Receive Bids (Difference)	Board Approve Contract/CMAR GMP (Heery)	Board Approve Contract/CMAR GMP (AECOM)	Board Approve Contract/CMAR GMP (Difference)			
1	13	Boulevard Heights ES	01/18/21	03/20/23	791	02/01/21	04/04/23	792	04/20/21	06/20/23	791			
2	28	Coconut Palm ES (Cont Serv CMAR)	04/16/21	05/30/23	774	04/30/21	06/14/23	775	07/20/21	08/15/23	756			
3	37	Coral Springs MS	05/18/21	06/23/21	36	06/02/21	07/09/21	37	08/17/21	09/08/21	22			
4	86	Henry D. Perry EC	06/22/20	06/22/20	0	07/02/20	07/02/20	0	08/19/20	08/19/20	0			
5	102	Lauderdale Manors ELC	01/10/20	01/10/20	0	02/03/20	02/03/20	0	03/31/20	03/31/20	0			
6	114	Margate MS	11/16/20	02/02/22	443	12/02/20	02/16/22	441	01/19/21	03/15/22	420			
7	161	Pines Lakes ES	08/07/20	08/07/20	0	08/18/20	08/18/20	0	09/15/20	09/15/20	0			
8	183	Sawgrass ES	05/18/21	12/15/21	211	06/02/21	01/07/22	219	08/17/21	03/15/22	210			
9	184	Sawgrass Springs MS	11/16/20	03/15/22	484	12/02/20	03/29/22	482	12/15/20	04/19/22	490			
10	198	South Broward HS	02/14/20	02/14/20	0	06/16/20	06/16/20	0	08/19/20	08/19/20	0			
Heery columns = 9/30/20 schedule data AECOM columns = 12/31/20 schedule data														
Construction														
Sample #	Index	School Name	Construction NTP Date (Heery)	Construction NTP Date (AECOM)	Construction NTP Date (Difference)	Substantial Completion Date (Heery)	Substantial Completion Date (AECOM)	Substantial Completion Date (Difference)	Final Completion Date (Heery)	Final Completion Date (AECOM)	Final Completion Date (Difference)	Contract Closeout Date (Heery)	Contract Closeout Date (AECOM)	Contract Closeout Date (Difference)
1	13	Boulevard Heights ES	06/02/21	08/22/23	811	05/25/22	09/19/25	1213	06/24/22	11/16/25	1243	07/19/22	11/16/25	1218
2	28	Coconut Palm ES (Cont Serv CMAR)	08/31/21	10/17/23	777	08/25/22	09/27/25	1098	09/24/22	10/26/25	1128	10/18/22	11/18/25	1127
3	37	Coral Springs MS	09/29/21	11/11/23	43	06/17/23	11/03/26	870	07/17/23	06/30/26	899	07/18/23	01/03/26	898
4	86	Henry D. Perry EC	10/09/20	11/19/20	41	12/27/22	04/20/24	489	01/26/23	06/28/24	519	02/21/23	07/16/24	511
5	102	Lauderdale Manors ELC	11/16/20	06/23/21	219	11/23/21	12/02/23	739	12/23/21	01/31/24	769	01/18/22	02/20/24	763
6	114	Margate MS	02/09/21	05/17/22	462	06/16/22	12/14/24	912	07/16/22	02/12/25	942	07/19/22	02/18/25	945
7	161	Pines Lakes ES	10/21/20	01/19/21	86	10/23/21	11/27/23	765	11/22/21	01/26/24	795	12/21/21	02/20/24	791
8	183	Sawgrass ES	09/29/21	05/17/22	230	09/01/22	12/04/24	825	10/01/22	02/02/25	855	10/18/22	02/18/25	854
9	184	Sawgrass Springs MS	01/14/21	06/21/22	523	06/25/22	03/06/25	985	07/25/22	09/05/25	1015	08/16/22	05/20/25	1008
10	198	South Broward HS	10/01/20	12/18/20	78	03/27/22	09/01/23	523	04/26/22	10/31/23	553	05/17/22	11/21/23	553

Boulevard Heights ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
OVERALL PROJECT	1835 days	07/10/17	07/19/22	100%	OVERALL PROJECT	2416 days	07/10/17	02/20/24	29%	
PLANNING	84 days	07/10/17	10/02/17	100%	PLANNING	84 days	07/10/17	10/02/17	100%	
Start Project	0 days	10/02/17	10/02/17	100%	Start Project	0 days	10/02/17	10/02/17	100%	
Project Information - Select Project For Approval To Advertise	0 days	07/10/17	07/10/17	100%	Project Information - Select Project For Approval To Advertise	0 days	07/10/17	07/10/17	100%	
Project Number - Issue PNRF and Obtain Project Number	14 days	08/09/17	08/23/17	100%	Project Number - Issue PNRF and Obtain Project Number	14 days	08/09/17	08/23/17	100%	
DESIGN PROCUREMENT	229 days	07/28/17	03/14/18	100%	DESIGN PROCUREMENT	229 days	07/28/17	03/14/18	100%	
RFQ Document - Prepare Document	31 days	07/28/17	08/28/17	100%	RFQ Document - Prepare Document	31 days	07/28/17	08/28/17	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	14 days	08/04/17	08/18/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	14 days	08/04/17	08/18/17	100%	
Design Professional Selection - PWS Prepare Advertisement	1 day	08/28/17	08/29/17	100%	Design Professional Selection - PWS Prepare Advertisement	1 day	08/28/17	08/29/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	09/18/17	09/18/17	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	09/18/17	09/18/17	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	10/04/17	10/04/17	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	10/04/17	10/04/17	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	18 days	10/05/17	10/23/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	18 days	10/05/17	10/23/17	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	10/24/17	10/24/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	10/24/17	10/24/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	10/25/17	10/25/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	10/25/17	10/25/17	100%	
Design Professional Selection - Negotiations With Selected Firm	36 days	10/26/17	12/01/17	100%	Design Professional Selection - Negotiations With Selected Firm	36 days	10/26/17	12/01/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	16 days	12/04/17	12/20/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	16 days	12/04/17	12/20/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	01/12/18	01/12/18	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	01/12/18	01/12/18	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/12/18	02/12/18	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/12/18	02/12/18	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	9 days	02/21/18	03/02/18	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	9 days	02/21/18	03/02/18	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	02/21/18	02/21/18	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	02/21/18	02/21/18	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	02/22/18	02/22/18	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	02/22/18	02/22/18	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	03/06/18	03/14/18	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	03/06/18	03/14/18	100%	
DESIGN	530 days	03/15/18	08/27/19	100%	DESIGN	530 days	03/15/18	08/27/19	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	03/14/18	03/14/18	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	03/15/18	03/15/18	100%	
Project Scope Validation - Validate Scope of Work	36 days	03/15/18	04/20/18	100%	Project Scope Validation - Validate Scope of Work	36 days	03/15/18	04/20/18	100%	
Project Scope Validation - Review / Accept	7 days	04/21/18	04/28/18	100%	Project Scope Validation - Review / Accept	7 days	04/21/18	04/28/18	100%	
Design 30% Documents (Schematic) - Prepare and Issue	37 days	04/29/18	06/05/18	100%	Design 30% Documents (Schematic) - Prepare and Issue	37 days	04/29/18	06/05/18	100%	
Design 30% Documents (Schematic) - Review	13 days	06/06/18	06/19/18	100%	Design 30% Documents (Schematic) - Review	13 days	06/06/18	06/19/18	100%	
Design Phase 3 50% CDs - Prepare and Issue	69 days	06/20/18	08/28/18	100%	Design Phase 3 50% CDs - Prepare and Issue	69 days	06/20/18	08/28/18	100%	
Design Phase 3 50% CDs - Review and Comment	20 days	08/29/18	09/18/18	100%	Design Phase 3 50% CDs - Review and Comment	20 days	08/29/18	09/18/18	100%	
Design Phase 3 90% CDs - Prepare and Issue	70 days	09/19/18	11/28/18	100%	Design Phase 3 90% CDs - Prepare and Issue	70 days	09/19/18	11/28/18	100%	
Design Phase 3 90% CDs - Review and Comment	13 days	11/29/18	12/12/18	100%	Design Phase 3 90% CDs - Review and Comment	13 days	11/29/18	12/12/18	100%	
Design Phase 3 100% CDs - Prepare and Issue	57 days	12/13/18	02/08/19	100%	Design Phase 3 100% CDs - Prepare and Issue	57 days	12/13/18	02/08/19	100%	
Design Phase 3 100% CDs - Backcheck	78 days	02/09/19	04/28/19	100%	Design Phase 3 100% CDs - Backcheck	78 days	02/09/19	04/28/19	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	23 days	04/29/19	05/22/19	100%	Design 100% Documents - R01 Review by Permitting Agencies	23 days	04/29/19	05/22/19	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	15 days	05/23/19	06/07/19	100%	Design 100% Documents - Revise & Resubmit R01	15 days	05/23/19	06/07/19	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	19 days	06/07/19	06/26/19	100%	Design 100% Documents - R02 Review by Permitting Agencies	19 days	06/07/19	06/26/19	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	43 days	06/27/19	08/09/19	100%	Design 100% Documents - Revise & Resubmit R02	43 days	06/27/19	08/09/19	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	18 days	08/09/19	08/27/19	100%	Design 100% Documents - R03 Review by Permitting Agencies	18 days	08/09/19	08/27/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	08/27/19	08/27/19	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	08/27/19	08/27/19	100%	
					ROOF REALITY CHECK	480 days	05/01/20	08/24/21	75%	
					Start Roof Reality Checks	0 days	05/01/20	05/01/20	100%	
					Roof Package Assembled by Doc. Control and Roof Team	7 days	05/01/20	05/08/20	100%	
					Prepare Roof Report	3 days	05/12/20	05/15/20	100%	
					Report Review and Issued to Roof Committee	4 days	05/15/20	05/19/20	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	23 days	10/28/20	11/20/20	100%	
					AE Issues Addendum	37 days	06/01/21	07/08/21	79%	
					Addendum Review by Roofing Committee	42 days	07/09/21	08/20/21	0%	
					Addendum Approved by Roofing Committee	0 days	08/20/21	08/20/21	0%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	1 day	08/23/21	08/24/21	0%	
CONSTRUCTION PROCUREMENT	693 days	07/10/19	06/02/21	100%	CONSTRUCTION PROCUREMENT	778 days	07/10/19	08/26/21	85%	
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	07/10/19	07/10/19	100%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	07/10/19	07/10/19	100%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	07/15/19	07/15/19	100%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	07/15/19	07/15/19	100%	
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	07/22/19	07/22/19	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	07/22/19	07/22/19	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	08/06/19	08/06/19	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	08/06/19	08/06/19	100%	
ITB Advertisement - Advertise to Bid Contractor	0 days	12/21/20	12/21/20	0%	ITB Advertisement - Advertise to Bid Contractor	0 days	04/08/21	04/08/21	100%	
ITB Advertisement - Pre-Bid Conference	0 days	01/05/21	01/05/21	0%	ITB Advertisement - Pre-Bid Conference	0 days	04/24/21	04/24/21	100%	
ITB Advertisement - Site Visit	0 days	01/05/21	01/05/21	0%	ITB Advertisement - Site Visit	0 days	05/01/21	05/01/21	100%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	01/15/21	01/15/21	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	05/04/21	05/04/21	100%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	01/29/21	01/29/21	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	05/13/21	05/13/21	100%	

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Exhibit B

Boulevard Heights ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	02/15/21	02/17/21	0%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	5 days	05/14/21	05/19/21	100%	
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	19 days	02/18/21	03/09/21	0%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	4 days	05/21/21	05/25/21	100%	
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	03/09/21	03/09/21	0%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	05/24/21	05/24/21	100%	
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	03/16/21	03/16/21	0%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	05/26/21	05/26/21	100%	
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	03/23/21	03/23/21	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	06/07/21	06/07/21	100%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	04/20/21	04/20/21	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	06/22/21	06/22/21	100%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	04/20/21	04/20/21	0%	Pre-Construction - Execute Contract Document With Selected Contractor	1 day	06/22/21	06/23/21	100%	
Pre-Construction - Prepare NTP Document	42 days	04/21/21	06/02/21	0%	Pre-Construction - Prepare NTP Document	63 days	06/24/21	08/26/21	10%	21
CONSTRUCTION	356 days	06/02/21	05/25/22	0%	CONSTRUCTION	814 days	08/26/21	11/18/23	0%	
Construction - Issue NTP to Contractor	0 days	06/02/21	06/02/21	0%	Construction - Issue NTP to Contractor	0 days	08/26/21	08/26/21	0%	
Construction - Start	0 days	06/10/21	06/10/21	0%	Construction - Start	0 days	09/03/21	09/03/21	0%	
Construction - Construction	349 days	06/10/21	05/25/22	0%	Construction - Construction (Including Weather Days @ 40days/100days)	366 days	09/03/21	09/04/22	0%	17
					Roofing Sub-permit Process	174 days	09/05/22	02/26/23	0%	174
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	264 days	02/27/23	11/18/23	0%	264
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	05/25/22	05/25/22	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	11/18/23	11/18/23	0%	
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	11/18/23	11/18/23	0%	
					Roof Construction Works	273 days	09/03/21	06/03/22	0%	
					Obtain Roof Sub-permits from BD	59 days	09/03/21	11/01/21	0%	
					Bldg. 009	28 days	11/02/21	11/30/21	0%	
					Bldg. 002	20 days	12/01/21	12/21/21	0%	
					Bldg. 005	19 days	12/22/21	01/10/22	0%	
					Bldg. 007	19 days	01/11/22	01/30/22	0%	
					Bldg. 013	19 days	01/31/22	02/19/22	0%	
					Bldg. 008	17 days	02/20/22	03/09/22	0%	
					Bldg. 004	11 days	03/10/22	03/21/22	0%	
					Bldg. 010	11 days	03/22/22	04/02/22	0%	
					Bldg. 001 (Admin.)	11 days	04/03/22	04/14/22	0%	
					Bldg. 006	10 days	04/15/22	04/25/22	0%	
					Bldg. 012	10 days	04/26/22	05/06/22	0%	
					Bldg. 011	6 days	05/07/22	05/13/22	0%	
					Bldg. 016	5 days	05/14/22	05/19/22	0%	
					Bldg. 003	4 days	05/20/22	05/24/22	0%	
					Bldg. 015	4 days	05/25/22	05/29/22	0%	
					Bldg. 014	4 days	05/30/22	06/03/22	0%	
CLOSE-OUT	54 days	05/26/22	07/19/22	0%	CLOSE-OUT	93 days	11/19/23	02/20/24	0%	39
Project Close-Out - Resolve Punchlist Items	29 days	05/26/22	06/24/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	11/19/23	01/17/24	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	01/17/24	01/17/24	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	06/24/22	06/24/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	01/17/24	01/17/24	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	07/19/22	07/19/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	02/20/24	02/20/24	0%	
Project Close-Out - End of Project	0 days	07/19/22	07/19/22	0%	Project Close-Out - End of Project	0 days	02/20/24	02/20/24	0%	581

	RSM	Variance
Trend: NTP	15	6
Trend 1: Design	0	0
Trend 2: Roofing Sub-permit	175	-1
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	173	91
Trend 4: Construction	402	-385
Trend 5: Punchlist	30	9
	795	-280
Variance	66	
	581	

Exhibit B

Coconut Palm ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
OVERALL PROJECT	1904 days	08/01/17	10/18/22	100%	OVERALL PROJECT	3031 days	08/01/17	11/18/25	25%	
PLANNING	64 days	08/01/17	10/04/17	100%	PLANNING	64 days	08/01/17	10/04/17	100%	
Start Project	0 days	08/01/17	08/01/17	100%	Start Project	0 days	08/01/17	08/01/17	100%	
Project Number - Issue PNRF and Obtain Project Number	14 days	09/20/17	10/04/17	100%	Project Number - Issue PNRF and Obtain Project Number	14 days	09/20/17	10/04/17	100%	
Project Information - Select Project For Approval To Advertise	0 days	09/21/17	09/21/17	100%	Project Information - Select Project For Approval To Advertise	0 days	09/21/17	09/21/17	100%	
DESIGN PROCUREMENT	185 days	09/18/17	03/22/18	100%	DESIGN PROCUREMENT	186 days	09/18/17	03/23/18	100%	
RFQ Document - Prepare Document	16 days	09/18/17	10/04/17	100%	RFQ Document - Prepare Document	16 days	09/18/17	10/04/17	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	4 days	09/28/17	10/02/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	4 days	09/28/17	10/02/17	100%	
Design Professional Selection - PWS Prepare Advertisement	0 days	10/05/17	10/05/17	100%	Design Professional Selection - PWS Prepare Advertisement	0 days	10/05/17	10/05/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	10/06/17	10/06/17	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	10/06/17	10/06/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	10/20/17	10/20/17	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	10/20/17	10/20/17	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	11/07/17	11/07/17	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	11/07/17	11/07/17	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	21 days	11/08/17	11/29/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	21 days	11/08/17	11/29/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	11/30/17	11/30/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	11/30/17	11/30/17	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	11/30/17	11/30/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	11/30/17	11/30/17	100%	
Design Professional Selection - Negotiations With Selected Firm	48 days	12/01/17	01/18/18	100%	Design Professional Selection - Negotiations With Selected Firm	48 days	12/01/17	01/18/18	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	13 days	01/19/18	02/01/18	100%	Design Professional Selection - Finalize PSA Package For Board Approval	13 days	01/19/18	02/01/18	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/22/18	02/22/18	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/22/18	02/22/18	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	03/06/18	03/06/18	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	03/06/18	03/06/18	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	03/07/18	03/07/18	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	03/07/18	03/07/18	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	4 days	03/09/18	03/13/18	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	4 days	03/09/18	03/13/18	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	03/14/18	03/22/18	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	03/14/18	03/22/18	100%	
DESIGN	793 days	04/03/18	06/04/20	100%	DESIGN	793 days	04/03/18	06/04/20	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	03/22/18	03/22/18	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	03/23/18	03/23/18	100%	
Project Scope Validation - Validate Scope of Work	21 days	04/03/18	04/24/18	100%	Project Scope Validation - Validate Scope of Work	21 days	04/03/18	04/24/18	100%	
Project Scope Validation - Review / Accept	7 days	04/26/18	05/03/18	100%	Project Scope Validation - Review / Accept	7 days	04/26/18	05/03/18	100%	
Design Phase 1 Documents (Schematic) - Prepare and Issue	90 days	05/04/18	08/02/18	100%	Design Phase 1 Documents (Schematic) - Prepare and Issue	90 days	05/04/18	08/02/18	100%	
Design Phase 1 Documents (Schematic) - Review	13 days	08/02/18	08/15/18	100%	Design Phase 1 Documents (Schematic) - Review	13 days	08/02/18	08/15/18	100%	
Design Phase 3 50% CDs - Prepare and Issue (35d DD + 35d 50%)	118 days	08/07/18	12/03/18	100%	Design Phase 3 50% CDs - Prepare and Issue (35d DD + 35d 50%)	118 days	08/07/18	12/03/18	100%	
Design Phase 3 50% CDs - Review and Comment	13 days	12/04/18	12/17/18	100%	Design Phase 3 50% CDs - Review and Comment	13 days	12/04/18	12/17/18	100%	
Design Phase 3 90% CDs - Prepare and Issue	23 days	12/18/18	01/10/19	100%	Design Phase 3 90% CDs - Prepare and Issue	23 days	12/18/18	01/10/19	100%	
Design Phase 3 90% CDs - Review and Comment	12 days	01/11/19	01/23/19	100%	Design Phase 3 90% CDs - Review and Comment	12 days	01/11/19	01/23/19	100%	
Design Phase 3 100% CDs - Prepare and Issue	24 days	01/24/19	02/17/19	100%	Design Phase 3 100% CDs - Prepare and Issue	24 days	01/24/19	02/17/19	100%	
Design Phase 3 100% CDs - Backcheck	21 days	02/18/19	03/11/19	100%	Design Phase 3 100% CDs - Backcheck	21 days	02/18/19	03/11/19	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	9 days	03/12/19	03/21/19	100%	Design 100% Documents - R01 Review by Permitting Agencies	9 days	03/12/19	03/21/19	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	31 days	03/22/19	04/22/19	100%	Design 100% Documents - Revise & Resubmit R01	31 days	03/22/19	04/22/19	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	9 days	04/23/19	05/02/19	100%	Design 100% Documents - R02 Review by Permitting Agencies	9 days	04/23/19	05/02/19	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	11 days	05/03/19	05/14/19	100%	Design 100% Documents - Revise & Resubmit R02	11 days	05/03/19	05/14/19	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	28 days	05/15/19	06/12/19	100%	Design 100% Documents - R03 Review by Permitting Agencies	28 days	05/15/19	06/12/19	100%	
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	5 days	06/12/19	06/17/19	100%	Design 100% Documents - Revise & Resubmit R03	5 days	06/12/19	06/17/19	100%	
Design 100% Documents - RO4 Review by Permitting Agencies	29 days	06/18/19	07/17/19	100%	Design 100% Documents - R04 Review by Permitting Agencies	29 days	06/18/19	07/17/19	100%	
Design 100% Documents - Resolve RO4 Comments From Permitting Agencies and Resubmit	173 days	07/18/19	01/07/20	100%	Design 100% Documents - Revise & Resubmit R04	173 days	07/18/19	01/07/20	100%	
Design 100% Documents - RO5 Review by Permitting Agencies	20 days	01/08/20	01/28/20	100%	Design 100% Documents - R05 Review by Permitting Agencies	20 days	01/08/20	01/28/20	100%	
Design 100% Documents - Resolve RO5 Comments From Permitting Agencies and Resubmit	93 days	01/29/20	05/01/20	100%	Design 100% Documents - Revise & Resubmit R05	93 days	01/29/20	05/01/20	100%	
Design 100% Documents - RO6 Review by Permitting Agencies	33 days	05/02/20	06/04/20	100%	Design 100% Documents - R06 Review by Permitting Agencies	33 days	05/02/20	06/04/20	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	06/04/20	06/04/20	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	06/04/20	06/04/20	100%	
					ROOF REALITY CHECK	379 days	07/07/20	07/21/21	75%	
					Start Roof Reality Checks	0 days	07/07/20	07/07/20	100%	
					Roof Package Assembled by Doc. Control and Roof Team	7 days	07/07/20	07/14/20	100%	
					Prepare Roof Report	153 days	07/16/20	12/16/20	100%	
					Report Review and Issued to Roof Committee	0 days	12/16/20	12/16/20	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	26 days	11/20/20	12/16/20	100%	
					AE Issues Addendum	169 days	12/17/20	06/04/21	100%	
					Addendum Review by Roofing Committee	43 days	06/07/21	07/20/21	60%	
					Addendum Approved by Roofing Committee	0 days	07/20/21	07/20/21	0%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	0 days	07/21/21	07/21/21	0%	
CONSTRUCTION PROCUREMENT	1218 days	05/01/18	08/31/21	100%	CONSTRUCTION PROCUREMENT	1371 days	05/01/18	01/31/22	43%	
Prepare ATP Document / Signature By CMAR Professional	15 days	05/01/18	05/16/18	100%	Prepare ATP Document / Signature By CMAR Professional	15 days	05/01/18	05/16/18	100%	
Facilities Approve ATP / Prepare Internal PO To Selected CMAR Professional	62 days	05/29/18	07/30/18	100%	Facilities Approve ATP / Prepare Internal PO To Selected CMAR Professional	62 days	05/29/18	07/30/18	100%	

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125

Exhibit B

Coconut Palm ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
Issue ATP to CMAR Firm	0 days	07/30/18	07/30/18	100%	Issue ATP to CMAR Firm	0 days	07/30/18	07/30/18	100%	
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	08/19/20	08/19/20	0%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	10/14/20	10/14/20	100%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	08/27/20	08/27/20	0%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	10/21/20	10/21/20	100%	
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	09/04/20	09/04/20	0%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	10/28/20	10/28/20	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	09/15/20	09/15/20	0%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	04/20/21	04/20/21	100%	
ITB Advertisement - Advertise to Bid Contractor	0 days	03/30/21	03/30/21	0%	ITB Advertisement - Advertise to Bid Contractor	0 days	07/21/21	07/21/21	0%	
ITB Advertisement - Pre-Bid Conference	0 days	04/05/21	04/05/21	0%	ITB Advertisement - Pre-Bid Conference	0 days	07/28/21	07/28/21	0%	
ITB Advertisement - Site Visit	0 days	04/05/21	04/05/21	0%	ITB Advertisement - Site Visit	0 days	07/28/21	07/28/21	0%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	04/15/21	04/15/21	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	08/06/21	08/06/21	0%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	04/29/21	04/29/21	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	08/23/21	08/23/21	0%	
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	4 days	05/14/21	05/18/21	0%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	09/08/21	09/10/21	0%	-2
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	20 days	05/19/21	06/08/21	0%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	17 days	09/13/21	09/30/21	0%	-3
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	06/08/21	06/08/21	0%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	09/30/21	09/30/21	0%	
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	06/15/21	06/15/21	0%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	10/07/21	10/07/21	0%	
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	06/22/21	06/22/21	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	10/14/21	10/14/21	0%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	07/20/21	07/20/21	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	11/16/21	11/16/21	0%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	07/20/21	07/20/21	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	11/16/21	11/16/21	0%	
Pre-Construction - Prepare NTP Document	41 days	07/21/21	08/31/21	0%	Pre-Construction - Prepare NTP Document	75 days	11/17/21	01/31/22	0%	34
CONSTRUCTION	358 days	09/01/21	08/25/22	0%	CONSTRUCTION	1296 days	02/08/22	08/27/25	0%	
Construction - Issue NTP to Contractor	0 days	08/31/21	08/31/21	0%	Construction - Issue NTP to Contractor	0 days	01/31/22	01/31/22	0%	
Construction - Start	0 days	09/09/21	09/09/21	0%	Construction - Start	0 days	02/08/22	02/08/22	0%	
Construction - Construction	350 days	09/09/21	08/25/22	0%	Construction - Construction (Including Weather Days @ 40days/100days)	357 days	02/08/22	01/31/23	0%	7
					Roofing Sub-permit Process	174 days	02/01/23	07/25/23	0%	174
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	763 days	07/26/23	08/27/25	0%	763
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	08/25/22	08/25/22	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	08/27/25	08/27/25	0%	
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	08/27/25	08/27/25	0%	
					Roof Construction Works	152 days	02/08/22	07/10/22	0%	
					Obtain Roof Sub-permits from BD	59 days	02/08/22	04/08/22	0%	
					Bldg. 001 (2 Floors)	76 days	04/09/22	06/24/22	0%	
					Bldg. 002	10 days	06/25/22	07/05/22	0%	
					Bldg. 004	4 days	07/06/22	07/10/22	0%	
CLOSE-OUT	53 days	08/26/22	10/18/22	0%	CLOSE-OUT	82 days	08/28/25	11/18/25	0%	29
Project Close-Out - Resolve Punchlist Items	29 days	08/26/22	09/24/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	08/28/25	10/26/25	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	10/26/25	10/26/25	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	09/24/22	09/24/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	10/26/25	10/26/25	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	10/18/22	10/18/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	11/18/25	11/18/25	0%	
Project Close-Out - End of Project	0 days	10/18/22	10/18/22	0%	Project Close-Out - End of Project	0 days	11/18/25	11/18/25	0%	1127

	RSM	Variance
Trend: NTP/Procurement	0	-29
Trend 1: Design	0	0
Trend 2: Roofing Sub-permit	175	1
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	140	-623
Trend 4: Construction	7	0
Trend 5: Punchlist	30	1
	352	-650
Variance	125	
	1127	

Exhibit B

Coral Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
OVERALL PROJECT	2269 days	05/01/17	07/18/23	100%	OVERALL PROJECT	3161 days	05/01/17	12/26/25	20%	
PLANNING	25 days	05/01/17	05/26/17	100%	PLANNING	25 days	05/01/17	05/26/17	100%	
Start Project	0 day	05/01/17	05/01/17	100%	Start Project	0 days	05/01/17	05/01/17	100%	
Project Number - Issue PNRF and Obtain Project Number	0 day	05/01/17	05/01/17	100%	Project Number - Issue PNRF and Obtain Project Number	0 day	05/01/17	05/01/17	100%	
Project Information - Select Project For Approval To Advertise	0 day	05/26/17	05/26/17	100%	Project Information - Select Project For Approval To Advertise	0 day	05/26/17	05/26/17	100%	
DESIGN PROCUREMENT	222 days	06/22/17	01/30/18	100%	DESIGN PROCUREMENT	222 days	06/22/17	01/30/18	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	15 day	06/22/17	07/07/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	15 days	06/22/17	07/07/17	100%	
RFQ Document - Prepare Document	14 days	06/23/17	07/07/17	100%	RFQ Document - Prepare Document	14 days	06/23/17	07/07/17	100%	
Design Professional Selection - PWS Prepare Advertisement	4 days	07/07/17	07/11/17	100%	Design Professional Selection - PWS Prepare Advertisement	4 days	07/07/17	07/11/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 day	07/18/17	07/18/17	100%	Design Professional Selection - PWS Advertise RFQ Package	0 day	07/18/17	07/18/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 day	08/01/17	08/01/17	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 day	08/01/17	08/01/17	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 day	08/18/17	08/18/17	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 day	08/18/17	08/18/17	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	44 days	08/21/17	10/04/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	44 days	08/21/17	10/04/17	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 day	10/05/17	10/05/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 day	10/05/17	10/05/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	10/10/17	10/10/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 day	10/10/17	10/10/17	100%	
Design Professional Selection - Negotiations With Selected Firm	7 days	10/11/17	10/18/17	100%	Design Professional Selection - Negotiations With Selected Firm	7 days	10/11/17	10/18/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	14 days	10/19/17	11/02/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	14 days	10/19/17	11/02/17	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	12/11/17	12/11/17	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 day	12/11/17	12/11/17	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 day	12/19/17	12/19/17	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 day	12/19/17	12/19/17	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 day	12/20/17	12/20/17	100%	Pre-Design - Execute PSA With Selected Design Professional	0 day	12/20/17	12/20/17	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	01/11/18	01/17/18	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	01/11/18	01/17/18	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	6 days	01/24/18	01/30/18	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	6 days	01/24/18	01/30/18	100%	
DESIGN	944 days	01/30/18	08/31/20	100%	DESIGN	1339 days	01/31/18	10/01/21	88%	395
Design Professional ATP - Issue ATP to Design Professional	0 day	01/30/18	01/30/18	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	01/31/18	01/31/18	100%	
Project Scope Validation - Validate Scope of Work	15 days	02/15/18	03/02/18	100%	Project Scope Validation - Validate Scope of Work	15 days	02/15/18	03/02/18	100%	
Project Scope Validation - Review / Accept	6 days	03/03/18	03/09/18	100%	Project Scope Validation - Review / Accept	6 days	03/03/18	03/09/18	100%	
Design Phase 1 Documents (Schematic) - Prepare and Issue	45 days	03/10/18	04/24/18	100%	Design Phase 1 Documents (Schematic) - Prepare and Issue	45 days	03/10/18	04/24/18	100%	
Design Phase 1 Documents (Schematic) - Review	14 days	04/25/18	05/09/18	100%	Design Phase 1 Documents (Schematic) - Review	14 days	04/25/18	05/09/18	100%	
Design Phase 2 Design Development - Prepare and Issue	65 days	05/09/18	07/13/18	100%	Design Phase 2 Design Development - Prepare and Issue	65 days	05/09/18	07/13/18	100%	
Design Phase 2 Design Development - Review and Comment	23 days	07/14/18	08/06/18	100%	Design Phase 2 Design Development - Review and Comment	23 days	07/14/18	08/06/18	100%	
Design Phase 3 50% CDs - Prepare and Issue	92 days	08/07/18	11/07/18	100%	Design Phase 3 50% CDs - Prepare and Issue	92 days	08/07/18	11/07/18	100%	
Design Phase 3 50% CDs - Review and Comment	18 days	11/08/18	11/26/18	100%	Design Phase 3 50% CDs - Review and Comment	18 days	11/08/18	11/26/18	100%	
Design Phase 3 90% CDs - Prepare and Issue	217 days	11/27/18	07/02/19	100%	Design Phase 3 90% CDs - Prepare and Issue	217 days	11/27/18	07/02/19	100%	
Design Phase 3 90% CDs - Review and Comment	23 days	07/03/19	07/26/19	100%	Design Phase 3 90% CDs - Review and Comment	23 days	07/03/19	07/26/19	100%	
Design Phase 3 100% CDs - Prepare and Issue	17 days	07/27/19	08/13/19	100%	Design Phase 3 100% CDs - Prepare and Issue	17 days	07/27/19	08/13/19	100%	
Design Phase 3 100% CDs - Backcheck	166 days	08/14/19	01/27/20	100%	Design Phase 3 100% CDs - Backcheck	166 days	08/14/19	01/27/20	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	36 days	01/27/20	03/03/20	100%	Design 100% Documents - R01 Review by Permitting Agencies	28 days	01/27/20	02/24/20	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	29 days	03/04/20	04/02/20	100%	Design 100% Documents - Revise & Resubmit R01	141 days	02/24/20	07/14/20	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	132 days	04/03/20	08/13/20	100%	Design 100% Documents - R02 Review by Permitting Agencies	59 days	07/14/20	09/11/20	100%	
					Design 100% Documents - Revise & Resubmit R02	42 days	09/11/20	10/23/20	100%	
					Design 100% Documents - R03 Review by Permitting Agencies	52 days	10/23/20	12/14/20	100%	
					Design 100% Documents - Revise & Resubmit R03	228 days	12/15/20	07/31/21	100%	
					Design 100% Documents - R04 Review by Permitting Agencies	20 days	07/31/21	08/20/21	5%	
					Design 100% Documents - Revise & Resubmit R04	13 days	08/21/21	09/03/21	0%	
					Design 100% Documents - R05 Review by Permitting Agencies	13 days	09/04/21	09/17/21	0%	
					Design 100% Documents - Revise & Resubmit R05	13 days	09/18/21	10/01/21	0%	
Letter of Recommendation to Permit From SBBC Building Department	0 day	08/31/20	08/31/20	0%	Letter of Recommendation to Permit From SBBC Building Department	0 days	10/01/21	10/01/21	0%	
					ROOF REALITY CHECK	302 days	01/06/21	11/04/21	68%	
					Start Roof Reality Checks	0 days	01/06/21	01/06/21	100%	
					Roof Package Assembled by Doc. Control and Roof Team	18 days	01/07/21	01/25/21	100%	
					Prepare Roof Report	26 days	01/27/21	02/22/21	100%	
					Report Review and Issued to Roof Committee	9 days	08/02/21	08/11/21	0%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	8 days	08/12/21	08/20/21	0%	
					AE Issues Addendum	28 days	08/23/21	09/20/21	0%	
					Addendum Review by Roofing Committee	42 days	09/21/21	11/02/21	0%	
					Addendum Approved by Roofing Committee	0 days	11/02/21	11/02/21	0%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	1 days	11/03/21	11/04/21	0%	
CONSTRUCTION PROCUREMENT	1546 days	07/06/17	09/29/21	100%	CONSTRUCTION PROCUREMENT	1744 days	07/06/17	04/15/22	85%	
RFQ Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 day	07/06/17	07/06/17	100%	RFQ Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 day	07/06/17	07/06/17	100%	
CMAR RFQ Document - Issue PSFR to PWS and Obtain RFQ Number	3 days	07/07/17	07/10/17	100%	CMAR RFQ Document - Issue PSFR to PWS and Obtain RFQ Number	3 days	07/07/17	07/10/17	100%	
CMAR RFQ Document - Prepare Document	1 days	07/11/17	07/12/17	100%	CMAR RFQ Document - Prepare Document	1 days	07/11/17	07/12/17	100%	

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210

Exhibit B

Coral Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
CMAR Contractor Selection - PWS Prepare Advertisement	4 days	07/21/17	07/25/17	100%	CMAR Contractor Selection - PWS Prepare Advertisement	4 days	07/21/17	07/25/17	100%	
RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	0 day	08/07/17	08/07/17	100%	RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	0 day	08/07/17	08/07/17	100%	
RFQ Board Agenda Item - Revised Document APG Review (APG Final)	0 day	08/14/17	08/14/17	100%	RFQ Board Agenda Item - Revised Document APG Review (APG Final)	0 day	08/14/17	08/14/17	100%	
CMAR Contractor Selection - Board Approve For Procurement	0 day	08/22/17	08/22/17	100%	CMAR Contractor Selection - Board Approve For Procurement	0 day	08/22/17	08/22/17	100%	
CMAR Contractor Selection - PWS Advertise RFQ Package	0 day	08/24/17	08/24/17	100%	CMAR Contractor Selection - PWS Advertise RFQ Package	0 day	08/24/17	08/24/17	100%	
CMAR Contractor Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 day	09/13/17	09/13/17	100%	CMAR Contractor Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 day	09/13/17	09/13/17	100%	20
CMAR Contractor Selection - Receive Responses From CMAR Contractors	0 day	09/27/17	09/27/17	100%	CMAR Contractor Selection - Receive Responses From CMAR Contractors	0 day	09/27/17	09/27/17	100%	14
CMAR Contractor Selection - QSEC Evaluate Submittals From CMAR Contractors	18 days	09/28/17	10/16/17	100%	CMAR Contractor Selection - QSEC Evaluate Submittals From CMAR Contractors	18 days	09/28/17	10/16/17	100%	1
CMAR Contractor Selection - QSEC Meeting To Discuss Recommendations	0 day	10/17/17	10/17/17	100%	CMAR Contractor Selection - QSEC Meeting To Discuss Recommendations	0 day	10/17/17	10/17/17	100%	1
CMAR Contractor Selection - Prepare and Issue or Post QSEC Recommendation	0 day	10/18/17	10/18/17	100%	CMAR Contractor Selection - Prepare and Issue or Post QSEC Recommendation	0 day	10/18/17	10/18/17	100%	1
CMAR Contractor Selection - Negotiations With Selected Firm	20 days	10/19/17	11/08/17	100%	CMAR Contractor Selection - Negotiations With Selected Firm	20 days	10/19/17	11/08/17	100%	1
CMAR Contractor Selection - Finalize PSA Package For Board Approval	29 days	11/09/17	12/08/17	100%	CMAR Contractor Selection - Finalize PSA Package For Board Approval	29 days	11/09/17	12/08/17	100%	1
CMAR Contract Board Agenda Item - Deliver Final Contract Pkg to OSBR (1 Wk Ahead of Mtg)	0 days	12/11/17	12/11/17	100%	CMAR Contract Board Agenda Item - Deliver Final Contract Pkg to OSBR (1 Wk Ahead of Mtg)	0 day	12/11/17	12/11/17	100%	3
CMAR Contract Board Agenda Item - Board Approve Final CMAR Contract	0 day	12/19/17	12/19/17	100%	CMAR Contract Board Agenda Item - Board Approve Final CMAR Contract	0 day	12/19/17	12/19/17	100%	8
Pre-CMAR Services - Execute Contract Document With Selected CMAR Firm	0 days	12/19/17	12/19/17	100%	Pre-CMAR Services - Execute Contract Document With Selected CMAR Firm	0 day	12/19/17	12/19/17	100%	
Pre-CMAR Services - Prepare ATP Document / Signature By Design Professional	21 days	02/05/18	02/26/18	100%	Pre-CMAR Services - Prepare ATP Document / Signature By Design Professional	21 days	02/05/18	02/26/18	100%	48
Pre-CMAR Services - Issue ATP to CMAR Firm	0 day	02/26/18	02/26/18	100%	Pre-CMAR Services - Issue ATP to CMAR Firm	0 day	02/26/18	02/26/18	100%	0
CMAR Contract Board Agenda Item - Board TERMINATE CMAR Contract	0 day	06/11/19	06/11/19	100%	CMAR Contract Board Agenda Item - Board TERMINATE CMAR Contract	0 day	06/11/19	06/11/19	100%	
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 day	08/19/20	08/19/20	0%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	1 days	09/30/21	10/01/21	0%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 day	08/27/20	08/27/20	0%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	3 days	10/08/21	10/11/21	0%	7
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 day	09/04/20	09/04/20	0%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	1 days	10/19/21	10/20/21	0%	8
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 day	09/15/20	09/15/20	0%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	1 days	10/28/21	10/29/21	0%	8
ITB Advertisement - Advertise to Bid Contractor	0 day	04/29/21	04/29/21	0%	ITB Advertisement - Advertise to Bid Contractor	0 days	10/29/21	10/29/21	0%	
ITB Advertisement - Pre-Bid Conference	0 day	05/05/21	05/05/21	0%	ITB Advertisement - Pre-Bid Conference	0 days	11/05/21	11/05/21	0%	7
ITB Advertisement - Site Visit	0 day	05/05/21	05/05/21	0%	ITB Advertisement - Site Visit	0 days	11/05/21	11/05/21	0%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 day	05/17/21	05/17/21	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	11/16/21	11/16/21	0%	11
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 day	06/01/21	06/01/21	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	12/03/21	12/03/21	0%	17
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	06/16/21	06/18/21	0%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	12/20/21	12/22/21	0%	17
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	18 days	06/21/21	07/09/21	0%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	17 days	01/03/22	01/20/22	0%	12
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 day	07/09/21	07/09/21	0%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	01/20/22	01/20/22	0%	
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 day	07/16/21	07/16/21	0%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	01/27/22	01/27/22	0%	7
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 day	07/23/21	07/23/21	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	02/03/22	02/03/22	0%	7
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 day	08/17/21	08/17/21	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	02/10/22	02/10/22	0%	7
Pre-Construction - Execute Contract Document With Selected Contractor	0 day	08/17/21	08/17/21	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 day	02/11/22	02/11/22	0%	1
Pre-Construction - Prepare NTP Document	42 days	08/18/21	09/29/21	0%	Pre-Construction - Prepare NTP Document	60 days	02/14/22	04/15/22	0%	3
CONSTRUCTION	624 days	09/30/21	06/16/23	0%	CONSTRUCTION	1291 days	04/15/22	10/27/25	0%	
Construction - Issue NTP to Contractor	0 day	09/29/21	09/29/21	0%	Construction - Issue NTP to Contractor	0 days	04/15/22	04/15/22	0%	
Construction - Start	0 day	10/07/21	10/07/21	0%	Construction - Start	0 days	04/25/22	04/25/22	0%	
Construction - Construction	618 days	10/07/21	06/17/23	0%	Construction - Construction (Including Weather Days @ 40days/100days)	988 days	04/25/22	01/07/25	0%	370
					Roofing Sub-permit Process	174 days	01/08/25	07/01/25	0%	174
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	117 days	07/02/25	10/27/25	0%	117
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 day	06/17/23	06/17/23	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	10/27/25	10/27/25	0%	0
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	10/27/25	10/27/25	0%	0
					Roof Construction Works	238 days	04/25/22	12/19/22	0%	
					Obtain Roof Sub-permits from BD	59 days	04/25/22	06/23/22	0%	
					Bldg. 001	163 days	06/24/22	12/04/22	0%	
					Bldg. 005	4 days	12/05/22	12/09/22	0%	
					Bldg. 003	4 days	12/10/22	12/14/22	0%	
					Bldg. 004	4 days	12/15/22	12/19/22	0%	
CLOSE-OUT	30 days	06/18/23	07/18/23	0%	CLOSE-OUT	59 days	10/28/25	12/26/25	0%	29
Project Close-Out - Resolve Punchlist Items	29 days	06/18/23	07/17/23	0%	Project Close-Out - Resolve Punchlist Items	59 days	10/28/25	12/26/25	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	12/26/25	12/26/25	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 day	07/17/23	07/17/23	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	12/26/25	12/26/25	0%	
Project Close-Out - Final Payment Memo or Board Item	0 day	07/18/23	07/18/23	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	12/26/25	12/26/25	0%	
Project Close-Out - End of Project	1 day	07/18/23	07/18/23	0%	Project Close-Out - End of Project	1 days	12/26/25	12/26/25	0%	892

Trend: NTP	18	RSM	15	Variance	3
Trend 1: Design	395		84		311
Trend 2: Roofing Sub-permit	174		175		-1
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	117		118		-1

Exhibit B

Coral Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
					Trend 4: Construction	370	370	0		
					Trend 5: Punchlist	29	30	-1		
						1103	792	311		
					Variance	-210				
						893				

Henry D Perry EC

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
OVERALL PROJECT	2105 days	04/14/17	01/17/23	100%	OVERALL PROJECT	2651 days	04/14/17	07/16/24	45%	546
PLANNING	20 days	04/14/17	05/04/17	100%	PLANNING	20 days	04/14/17	05/04/17	100%	
Start Project	0 days	04/14/17	04/14/17	100%	Start Project	0 days	04/14/17	04/14/17	100%	
Project Information - Select Project For Approval To Advertise	0 days	04/14/17	04/14/17	100%	Project Information - Select Project For Approval To Advertise	0 days	04/14/17	04/14/17	100%	
Project Number - Issue PNRF and Obtain Project Number	17 days	04/17/17	05/04/17	100%	Project Number - Issue PNRF and Obtain Project Number	17 days	04/17/17	05/04/17	100%	
DESIGN PROCUREMENT	234 days	04/17/17	12/07/17	100%	DESIGN PROCUREMENT	234 days	04/17/17	12/07/17	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	0 days	04/17/17	04/17/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	0 days	04/17/17	04/17/17	100%	
RFQ Document - Prepare Document	30 days	04/17/17	05/17/17	100%	RFQ Document - Prepare Document	30 days	04/17/17	05/17/17	100%	
Design Professional Selection - PWS Prepare Advertisement	2 days	05/03/17	05/05/17	100%	Design Professional Selection - PWS Prepare Advertisement	2 days	05/03/17	05/05/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	05/19/17	05/19/17	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	05/19/17	05/19/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	06/02/17	06/02/17	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	06/02/17	06/02/17	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	06/26/17	06/26/17	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	06/26/17	06/26/17	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	15 days	06/27/17	07/12/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	15 days	06/27/17	07/12/17	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	07/13/17	07/13/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	07/13/17	07/13/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	07/17/17	07/17/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	07/17/17	07/17/17	100%	
Design Professional Selection - Negotiations With Selected Firm	45 days	07/18/17	09/01/17	100%	Design Professional Selection - Negotiations With Selected Firm	45 days	07/18/17	09/01/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	13 days	09/05/17	09/18/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	13 days	09/05/17	09/18/17	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	10/26/17	10/26/17	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	10/26/17	10/26/17	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	11/07/17	11/07/17	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	11/07/17	11/07/17	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	11/08/17	11/08/17	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	11/08/17	11/08/17	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	11/21/17	11/27/17	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	11/21/17	11/27/17	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	9 days	11/28/17	12/07/17	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	9 days	11/28/17	12/07/17	100%	
DESIGN	529 days	12/08/17	05/20/19	100%	DESIGN	529 days	12/08/17	05/20/19	100%	573
Design Professional ATP - Issue ATP to Design Professional	0 days	12/07/17	12/07/17	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	12/07/17	12/07/17	100%	
Project Scope Validation - Validate Scope of Work	39 days	12/08/17	01/16/18	100%	Project Scope Validation - Validate Scope of Work	39 days	12/08/17	01/16/18	100%	
Project Scope Validation - Review / Accept	20 days	01/17/18	02/06/18	100%	Project Scope Validation - Review / Accept	20 days	01/17/18	02/06/18	100%	
Design 30% Documents (Schematic) - Prepare and Issue	36 days	02/07/18	03/15/18	100%	Design 30% Documents (Schematic) - Prepare and Issue	36 days	02/07/18	03/15/18	100%	
Design 30% Documents (Schematic) - Review	26 days	03/15/18	04/10/18	100%	Design 30% Documents (Schematic) - Review	26 days	03/15/18	04/10/18	100%	
Design Phase 3 50% CDs - Prepare and Issue	43 days	04/11/18	05/24/18	100%	Design Phase 3 50% CDs - Prepare and Issue	43 days	04/11/18	05/24/18	100%	
Design Phase 3 50% CDs - Review and Comment	14 days	05/25/18	06/08/18	100%	Design Phase 3 50% CDs - Review and Comment	14 days	05/25/18	06/08/18	100%	
Design Phase 3 90% CDs - Prepare and Issue	60 days	06/09/18	08/08/18	100%	Design Phase 3 90% CDs - Prepare and Issue	60 days	06/09/18	08/08/18	100%	
Design Phase 3 90% CDs - Review and Comment	19 days	08/08/18	08/27/18	100%	Design Phase 3 90% CDs - Review and Comment	19 days	08/08/18	08/27/18	100%	
Design Phase 3 100% CDs - Prepare and Issue	43 days	08/28/18	10/10/18	100%	Design Phase 3 100% CDs - Prepare and Issue	43 days	08/28/18	10/10/18	100%	
Design Phase 3 100% CDs - Backcheck	155 days	10/11/18	03/15/19	100%	Design Phase 3 100% CDs - Backcheck	155 days	10/11/18	03/15/19	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	11 days	03/15/19	03/26/19	100%	Design 100% Documents - R01 Review by Permitting Agencies	11 days	03/15/19	03/26/19	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	30 days	03/27/19	04/26/19	100%	Design 100% Documents - Revise & Resubmit R01	30 days	03/27/19	04/26/19	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	23 days	04/27/19	05/20/19	100%	Design 100% Documents - R02 Review by Permitting Agencies	23 days	04/27/19	05/20/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	05/20/19	05/20/19	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	05/20/19	05/20/19	100%	
					ROOF REALITY CHECK	49 days	12/08/20	01/26/21	100%	567
					Start Roof Reality Checks	0 days	12/08/20	12/08/20	100%	
					Roof Package Assembled by Doc. Control and Roof Team	7 days	12/09/20	12/16/20	100%	
					Prepare Roof Report	7 days	12/16/20	12/23/20	100%	
					Report Review and Issued to Roof Committee	11 days	12/24/20	01/04/21	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	7 days	01/05/21	01/12/21	100%	
					AE Issues Addendum	2 days	01/13/21	01/15/21	100%	
					Addendum Review by Roofing Committee	4 days	01/18/21	01/19/21	100%	2
					Addendum Approved by Roofing Committee	0 days	01/20/21	01/20/21	100%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	1 day	01/25/21	01/26/21	100%	4
CONSTRUCTION PROCUREMENT	471 days	06/19/19	10/01/20	100%	CONSTRUCTION PROCUREMENT	531 days	06/19/19	11/30/20	100%	-588
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	06/19/19	06/19/19	100%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	06/19/19	06/19/19	100%	-531
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	06/24/19	06/24/19	100%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	06/24/19	06/24/19	100%	4
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	07/08/19	07/08/19	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	07/08/19	07/08/19	100%	13
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	07/23/19	07/23/19	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	07/23/19	07/23/19	100%	14
ITB Advertisement - Advertise to Bid Contractor	0 days	05/29/20	05/29/20	100%	ITB Advertisement - Advertise to Bid Contractor	0 days	05/29/20	05/29/20	100%	310
ITB Advertisement - Pre-Bid Conference	0 days	06/04/20	06/04/20	100%	ITB Advertisement - Pre-Bid Conference	0 days	06/04/20	06/04/20	100%	5
ITB Advertisement - Site Visit	0 days	06/12/20	06/12/20	100%	ITB Advertisement - Site Visit	0 days	06/12/20	06/12/20	100%	7
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	06/22/20	06/22/20	100%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	06/22/20	06/22/20	100%	9
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	07/02/20	07/02/20	100%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	07/02/20	07/02/20	100%	9
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	0 days	07/08/20	07/08/20	100%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	0 days	07/08/20	07/08/20	100%	5
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	6 days	07/09/20	07/15/20	100%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	6 days	07/09/20	07/15/20	100%	0
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	07/28/20	07/28/20	100%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	07/28/20	07/28/20	100%	12

Exhibit B

Henry D Perry EC

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021						
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance	
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	07/29/20	07/29/20	100%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	07/29/20	07/29/20	100%		
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	08/05/20	08/05/20	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	08/05/20	08/05/20	100%		
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	08/19/20	08/19/20	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	08/19/20	08/19/20	100%		
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	08/19/20	08/19/20	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	08/19/20	08/19/20	100%		
Pre-Construction - Prepare NTP Document	43 days	08/20/20	10/01/20	0%	Pre-Construction - Prepare NTP Document	103 days	08/20/20	11/30/20	100%	60	
Construction - Issue NTP to Contractor	0 days	10/01/20	10/01/20	0%	Construction - Issue NTP to Contractor	0 days	11/30/20	11/30/20	100%		
CONSTRUCTION	806 days	10/02/20	12/16/22	0%	CONSTRUCTION	1261 days	11/16/20	04/29/24	22%		
Construction - Start	1 days	10/09/20	10/09/20	0%	Construction - Start	1 days	11/30/20	11/30/20	100%		
Construction - Construction (800 days per bid)	800 days	10/09/20	12/17/22	0%	Construction - Construction (800 per bid) (Including Weather Days @ 40days/100days)	801 days	11/30/20	02/08/23	22%	1	
					Roofing Sub-permit Process	166 days	02/09/23	07/24/23	0%	166	
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	280 days	07/25/23	04/29/24	0%	280	
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	days	12/17/22	12/17/22	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	04/29/24	04/29/24	0%		
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	04/29/24	04/29/24	0%		
					Roof Construction Work	759 days	11/16/20	12/15/22	16%		
					Obtain Roof Sub-permits from BD	86 days	11/16/20	02/10/21	100%		
					Bldg. 003	268 days	02/15/21	11/10/21	18%		
					Bldg. 004	268 days	02/15/21	11/10/21	12%		
					Bldg. 002	151 days	03/01/21	07/30/21	18%		
					Bldg. 001	132 days	03/19/21	07/29/21	12%		
					Bldg. 005	223 days	04/30/21	12/09/21	28%		
					Bldg. 006	532 days	07/01/21	12/15/22	0%		
CLOSE-OUT	31 days	12/18/22	01/17/23	0%	CLOSE-OUT	78 days	04/30/24	07/16/24	0%	47	
Project Close-Out - Resolve Punchlist Items	30 days	12/18/22	01/16/23	0%	Project Close-Out - Resolve Punchlist Items	59 days	04/30/24	06/28/24	0%		
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	06/28/24	06/28/24	0%		
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	01/16/23	01/16/23	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	06/28/24	06/28/24	0%		
Project Close-Out - Final Payment Memo or Board Item	0 days	01/17/23	01/17/23	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	07/16/24	07/16/24	0%		
Project Close-Out - End of Project	0 days	01/17/23	01/17/23	0%	Project Close-Out - End of Project	0 days	07/16/24	07/16/24	0%	546	

	diff lags	
Design	0 0	
RRC		
Roof (coincident w/ constr.)	0 0	
Constr Proc.	60 0	<-same lags
Constr. (incl Roof Reality & Roof constr.)	455 0	
Closeout	47 17	diff
	562 17	545

		RSM	Variance
Trend: NTP	60	0	-60
Trend 1: Design	0	0	0
Trend 2: Roofing Sub-permit	166	166	0
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	280	280	0
Trend 4: Construction	1 *	0	-1
Trend 5: Punchlist	47	30	-17
	554	476	-78
Variance	8		

Exhibit B

Lauderdale Manors ELC

Data Date: Heery September 8, 2020 (e-Builder Schedule)						Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl		Task Name	Duration	BL Start	BL Finish	% Compl	
OVERALL PROJECT	2007 days	04/22/16	10/19/21	100%		OVERALL PROJECT	1957 days	04/22/16	02/20/24	18%	
PLANNING	17 days	04/22/16	05/09/16	100%		PLANNING	17 days	04/22/16	05/09/16	100%	
Start Project	0 days	04/22/16	04/22/16	100%		Start Project	0 days	04/22/16	04/22/16	100%	
Project Information - Assemble Data	6 days	04/22/16	04/28/16	100%		Project Information - Assemble Data	6 days	04/22/16	04/28/16	100%	
Project Information - Review With Team	3 days	04/29/16	05/02/16	100%		Project Information - Review With Team	3 days	04/29/16	05/02/16	100%	
						Project Design Kick-Off - Prepare and Issue Principal's Letter	0 days	05/03/16	05/03/16	100%	
						Project Design Kick-Off - Prepare Project Kick-Off Meeting Handouts	6 days	05/03/16	05/09/16	100%	
Project Number - Issue PNRF and Obtain Project Number	6 days	05/03/16	05/09/16	100%		Project Number - Issue PNRF and Obtain Project Number	6 days	05/03/16	05/09/16	100%	
DESIGN PROCUREMENT	273 days	05/03/16	01/30/17	100%		DESIGN PROCUREMENT	274 days	05/03/16	01/31/17	100%	
RFQ Scope of Work Document - Prepare Draft	6 days	05/03/16	05/09/16	100%		RFQ Scope of Work Document - Prepare Draft	6 days	05/03/16	05/09/16	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	05/03/16	05/05/16	100%		RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	05/03/16	05/05/16	100%	
RFQ Document - Prepare Document	16 days	05/04/16	05/20/16	100%		RFQ Document - Prepare Document	16 days	05/04/16	05/20/16	100%	
RFQ Scope of Work Document - Internal Review and Comment	6 days	05/10/16	05/16/16	100%		RFQ Scope of Work Document - Internal Review and Comment	6 days	05/10/16	05/16/16	100%	
RFQ Schedule - Prepare and Issue Milestone Project Schedule For Inclusion In RFQ	2 days	05/10/16	05/12/16	100%		RFQ Schedule - Prepare and Issue Milestone Project Schedule For Inclusion In RFQ	2 days	05/10/16	05/12/16	100%	
RFQ Scope of Work Document - Incorporate Comments and Finalize	1 day	05/17/16	05/18/16	100%		RFQ Scope of Work Document - Incorporate Comments and Finalize	1 day	05/17/16	05/18/16	100%	
RFQ Document - Issue For Review and Approval By CFO and APG	1 day	05/24/16	05/25/16	100%		RFQ Document - Issue For Review and Approval By CPO and APG	1 day	05/24/16	05/25/16	100%	
RFQ Board Agenda Item - Finalize and Issue For Review and Approval	0 days	05/26/16	05/26/16	100%		RFQ Board Agenda Item - Finalize and Issue For Review and Approval	0 days	05/26/16	05/26/16	100%	
RFQ Board Agenda Item - Preliminary Documents Uploaded For Review by CFO	0 days	05/27/16	05/27/16	100%		RFQ Board Agenda Item - Preliminary Documents Uploaded For Review by CPO	0 days	05/27/16	05/27/16	100%	
RFQ Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	4 days	05/27/16	05/31/16	100%		RFQ Board Agenda Item - Preliminary Review and Approval by CPO (E-Agenda)	4 days	05/27/16	05/31/16	100%	
RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 day	06/01/16	06/02/16	100%		RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 day	06/01/16	06/02/16	100%	
RFQ Board Agenda Item - Incorporate CFO and APG Comments	3 days	06/03/16	06/06/16	100%		RFQ Board Agenda Item - Incorporate CPO and APG Comments	3 days	06/03/16	06/06/16	100%	
RFQ Board Agenda Item - Upload Revised Documents For Review By CFO	0 days	06/07/16	06/07/16	100%		RFQ Board Agenda Item - Upload Revised Documents For Review By CPO	0 days	06/07/16	06/07/16	100%	
RFQ Board Agenda Item - Revised Documents Review and Approval by CFO	1 day	06/07/16	06/08/16	100%		RFQ Board Agenda Item - Revised Documents Review and Approval by CPO	1 day	06/07/16	06/08/16	100%	
RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 day	06/09/16	06/10/16	100%		RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 day	06/09/16	06/10/16	100%	
RFQ Board Agenda Item - Deliver Paper Copies to OSBR (1 Wk Before Board Mtg)	0 days	06/13/16	06/13/16	100%		RFQ Board Agenda Item - Deliver Paper Copies to OSBR (1 Wk Before Board Mtg)	0 days	06/13/16	06/13/16	100%	
RFQ Board Agenda Item - Board Approval RFQ Advertisement For Procurement	0 days	06/21/16	06/21/16	100%		RFQ Board Agenda Item - Board Approve RFQ Advertisement For Procurement	0 days	06/21/16	06/21/16	100%	
Design Professional Selection - PWS Prepare Advertisement	7 days	06/22/16	06/29/16	100%		Design Professional Selection - PWS Prepare Advertisement	7 days	06/22/16	06/29/16	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	06/29/16	06/29/16	100%		Design Professional Selection - PWS Advertise RFQ Package	0 days	06/29/16	06/29/16	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	08/11/16	08/11/16	100%		Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	08/11/16	08/11/16	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	08/25/16	08/25/16	100%		Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	08/25/16	08/25/16	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	28 days	08/26/16	09/23/16	100%		Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	28 days	08/26/16	09/23/16	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	09/26/16	09/26/16	100%		Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	09/26/16	09/26/16	100%	
Design Professional Selection - Negotiations With Selected Firm	30 days	09/27/16	10/27/16	100%		Design Professional Selection - Negotiations With Selected Firm	30 days	09/27/16	10/27/16	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	09/27/16	09/27/16	100%		Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	09/27/16	09/27/16	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	7 days	10/28/16	11/04/16	100%		Design Professional Selection - Finalize PSA Package For Board Approval	7 days	10/28/16	11/04/16	100%	
PSA Board Agenda Item - Legal Review Final PSA Document	4 days	11/07/16	11/11/16	100%		PSA Board Agenda Item - Legal Review Final PSA Document	4 days	11/07/16	11/11/16	100%	
PSA Board Agenda Item - APG Review Final PSA Board Package	3 days	11/14/16	11/17/16	100%		PSA Board Agenda Item - APG Review Final PSA Board Package	3 days	11/14/16	11/17/16	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	11/18/16	11/18/16	100%		PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	11/18/16	11/18/16	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	12/06/16	12/06/16	100%		PSA Board Agenda Item - Board Approve Final PSA Package	0 days	12/06/16	12/06/16	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	12/06/16	12/06/16	100%		Pre-Design - Execute PSA With Selected Design Professional	0 days	12/06/16	12/06/16	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	7 days	01/23/17	01/30/17	100%		Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	01/23/17	01/31/17	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	01/30/17	01/30/17	100%		Design Professional ATP - Issue ATP to Design Professional	0 days	01/30/17	01/30/17	100%	
DESIGN	855 days	02/01/17	06/05/19	100%		DESIGN	1773 days	02/01/17	12/09/21	76%	
Project Scope Validation - Validate Scope of Work	55 days	02/01/17	03/28/17	100%		Project Scope Validation - Validate Scope of Work	55 days	02/01/17	03/28/17	100%	
Site Visit	0 days	02/08/17	02/08/17	100%		Site Visit	0 days	02/08/17	02/08/17	100%	
Design Phase 1 Documents (Schematic) - Prepare and Issue	47 days	02/09/17	03/28/17	100%		Design Phase 1 Documents (Schematic) - Prepare and Issue	47 days	02/09/17	03/28/17	100%	
Design Phase 1 Documents (Schematic) - Review	13 days	03/29/17	04/11/17	100%		Design Phase 1 Documents (Schematic) - Review	13 days	03/29/17	04/11/17	100%	
Project Scope Validation - Review / Accept	13 days	03/29/17	04/11/17	100%		Project Scope Validation - Review / Accept	13 days	03/29/17	04/11/17	100%	
Design Phase 2 Design Development - Prepare and Issue	43 days	04/12/17	05/25/17	100%		Design Phase 2 Design Development - Prepare and Issue	43 days	04/12/17	05/25/17	100%	
Design Phase 2 Design Development - Review and Comment	15 days	05/25/17	06/09/17	100%		Design Phase 2 Design Development - Review and Comment	15 days	05/25/17	06/09/17	100%	
Design Phase 3 50% CDs - Prepare and Issue	44 days	06/10/17	07/24/17	100%		Design Phase 3 50% CDs - Prepare and Issue	44 days	06/10/17	07/24/17	100%	
Design Phase 3 50% CDs - Review and Comment	17 days	07/25/17	08/11/17	100%		Design Phase 3 50% CDs - Review and Comment	17 days	07/25/17	08/11/17	100%	
Design Phase 3 100% CDs - Prepare and Issue	65 days	08/12/17	10/16/17	100%		Design Phase 3 100% CDs - Prepare and Issue	65 days	08/12/17	10/16/17	100%	
Design Phase 3 100% CDs - Backcheck	238 days	10/16/17	06/11/18	100%		Design Phase 3 100% CDs - Backcheck	238 days	10/16/17	06/11/18	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	15 days	06/11/18	06/26/18	100%		Design 100% Documents - R01 Review by Permitting Agencies	15 days	06/11/18	06/26/18	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	57 days	06/27/18	08/23/18	100%		Design 100% Documents - Revise & Resubmit R01	57 days	06/27/18	08/23/18	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	22 days	08/23/18	09/14/18	100%		Design 100% Documents - R02 Review by Permitting Agencies	22 days	08/23/18	09/14/18	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	88 days	09/15/18	12/12/18	100%		Design 100% Documents - Revise & Resubmit R02	88 days	09/15/18	12/12/18	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	30 days	12/12/18	01/11/19	100%		Design 100% Documents - R03 Review by Permitting Agencies	30 days	12/12/18	01/11/19	100%	
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	51 days	01/12/19	03/04/19	100%		Design 100% Documents - Revise & Resubmit R03	51 days	01/12/19	03/04/19	100%	
Design 100% Documents - RO4 Review by Permitting Agencies	7 days	03/04/19	03/11/19	100%		Design 100% Documents - R04 Review by Permitting Agencies	7 days	03/04/19	03/11/19	100%	
Design 100% Documents - Resolve RO4 Comments From Permitting Agencies and Resubmit	62 days	03/12/19	05/13/19	100%		Design 100% Documents - Revise & Resubmit R04	62 days	03/12/19	05/13/19	100%	
Design 100% Documents - RO5 Review by Permitting Agencies	6 days	05/15/19	05/21/19	100%		Design 100% Documents - R05 Review by Permitting Agencies	6 days	05/15/19	05/21/19	100%	
Design 100% Documents - Resolve RO5 Comments From Permitting Agencies and Resubmit	8 days	05/22/19	05/30/19	100%		Design 100% Documents - Revise & Resubmit R05	8 days	05/22/19	05/30/19	100%	
Design 100% Documents - RO6 Review by Permitting Agencies	5 days	05/31/19	06/05/19	100%		Design 100% Documents - R06 Review by Permitting Agencies	5 days	05/31/19	06/05/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	06/05/19	06/05/19	100%		Letter of Recommendation to Permit From SBBC Building Department	0 days	06/05/19	06/05/19	100%	LAG
						Design 100% Documents - R01 Review by Permitting Agencies	21 days	07/22/20	08/11/20	100%	22
						Design 100% Documents - Revise & Resubmit R01	386 days	08/11/20	08/31/21	90%	387
						Design 100% Documents - R02 Review by Permitting Agencies	15 days	09/01/21	09/15/21	0%	16
						Design 100% Documents - Revise & Resubmit R02	14 days	09/16/21	09/29/21	0%	15
						Design 100% Documents - R03 Review by Permitting Agencies	14 days	09/30/21	10/13/21	0%	15
						Design 100% Documents - Revise & Resubmit R03	14 days	10/14/21	10/27/21	0%	15
						Design 100% Documents - R04 Review by Permitting Agencies	15 days	10/28/21	11/11/21	0%	16

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853

LAG
412

Exhibit B

Lauderdale Manors ELC

Data Date: Heery September 8, 2020 (e-Builder Schedule)						Data Date: AECOM BL September 1, 2021						
Task Name	Duration		Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance	
						Design 100% Documents - Revise & Resubmit R04	14 days	11/12/21	11/25/21	0%	15	
						Design 100% Documents - R05 Review by Permitting Agencies	14 days	11/26/21	12/09/21	0%	15	
						Letter of Recommendation to Permit From SBBC Building Department	1 days	12/09/21	12/09/21	0%	2	
						ROOF REALITY CHECK	15 days	05/06/20	05/21/20	100%		
						Start Roof Reality Checks	0 days	05/06/20	05/06/20	100%		
						Roof Package Assembled by Doc. Control and Roof Team	7 days	05/06/20	05/13/20	100%		
						Prepare Roof Report	5 days	05/13/20	05/18/20	100%		
						Report Review and Issued to Roof Committee	1 day	05/20/20	05/21/20	100%		
CONSTRUCTION PROCUREMENT	1009 days		11/10/17	08/14/20	100%	CONSTRUCTION PROCUREMENT	1650 days	11/10/17	05/17/22	82%		LAG
ITB Board Agenda Item - Revised Documents Review by APG (APG Final)	4 days		11/10/17	11/13/17	100%	ITB Board Agenda Item - Revised Documents Review by APG (APG Final) - Expired LOR	4 days	11/10/17	11/13/17	100%		485
ITB Board Agenda Item - Deliver Paper Copies To OSBR (1 Wk Before Board Mtg)	1 days		11/17/17	11/17/17	100%	ITB Board Agenda Item - Deliver Paper Copies To OSBR (1 Wk Before Board Mtg) - Expired LOR	1 days	11/17/17	11/17/17	100%		
ITB Board Agenda Item - Board Approval To Advertise For Procurement	1 days		12/05/17	12/05/17	100%	ITB Board Agenda Item - Board Approval To Advertise For Procurement	1 days	12/05/17	12/05/17	100%		
ITB Advertisement - Advertise to Bid Contractor	1 days		11/08/19	11/08/19	100%	ITB Advertisement - Advertise to Bid Contractor - Expired LOR	1 days	11/08/19	11/08/19	100%		
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	1 days		01/10/20	01/10/20	100%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids) - Expired LOR	1 days	01/10/20	01/10/20	100%		
ITB Advertisement - Receive Bids From Contractors / Open Bids	1 days		02/03/20	02/03/20	100%	ITB Advertisement - Receive Bids From Contractors / Open Bids - Expired LOR	1 days	02/03/20	02/03/20	100%		
ITB Advertisement - Finalize Contract Package For Board Approval	30 days		02/04/20	03/04/20	100%	ITB Advertisement - Finalize Contract Package For Board Approval - Expired LOR	30 days	02/04/20	03/04/20	100%		
Construction Contract Board Item - Board Approve Construction Contract Board Item	1 days		03/31/20	03/31/20	100%	Construction Contract Board Item - Board Approve Construction Contract Board Item - Expired LOR	1 days	03/31/20	03/31/20	100%		
Pre-Construction - Execute Contract Document With Selected Contractor	1 days		03/31/20	03/31/20	100%	Pre-Construction - Execute Contract Document With Selected Contractor - Expired LOR	1 days	03/31/20	03/31/20	100%		
Pre-Construction - Prepare NTP Document	136 days		04/01/20	08/14/20	100%	Pre-Construction - Prepare NTP Document to Contractor - Expired LOR	206 days	04/08/20	10/30/20	100%	71	7
						ITB Board Agenda Item - Revised Documents Review by APG (APG Final)	4 days	12/10/21	12/13/21	0%	5	405
						ITB Board Agenda Item - Deliver Paper Copies To OSBR (1 Wk Before Board Mtg)	1 days	12/14/21	12/14/21	0%	2	0
						ITB Board Agenda Item - Board Approval To Advertise For Procurement	1 days	01/18/22	01/18/22	0%	2	34
						ITB Advertisement - Advertise to Bid Contractor	1 days	01/18/22	01/18/22	0%	2	
						ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	1 days	02/03/22	02/03/22	0%	2	15
						ITB Advertisement - Receive Bids From Contractors / Open Bids	1 days	02/17/22	02/17/22	0%	2	13
						ITB Advertisement - Finalize Contract Package For Board Approval	14 days	02/18/22	03/03/22	0%	15	0
						Construction Contract Board Item - Board Approve Construction Contract Board Item	1 days	03/15/22	03/15/22	0%	2	11
						Pre-Construction - Execute Contract Document With Selected Contractor	1 days	03/15/22	03/15/22	0%	2	
						Pre-Construction - Prepare NTP Document	63 days	03/16/22	05/17/22	0%	64	0
CONSTRUCTION	372 days		08/17/20	08/23/21	0%	CONSTRUCTION	557 days	05/25/22	12/02/23	0%		7
Construction - Issue NTP to Contractor	0 days		08/14/20	08/14/20	0%	Construction - Issue NTP to Contractor	0 days	05/17/22	05/17/22	0%		
Construction - Start	0 days		08/24/20	08/24/20	0%	Construction - Start	0 days	05/25/22	05/25/22	0%		
Construction - Construction	364 days		08/24/20	08/23/21	0%	Construction - Construction (Including Weather Days @ 40days/100days)	364 days	05/25/22	05/24/23	0%		
						Roofing Sub-permit Process	82 days	05/25/23	08/14/23	0%	83	
						Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	110 days	08/15/23	12/02/23	0%	111	
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days		08/23/21	08/23/21	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	12/02/23	12/02/23	0%		
						Construction - Certificate of Occupancy (BD Signed 110b)	0 days	12/02/23	12/02/23	0%		
						Roof Construction Works	250 days	05/25/22	01/29/23	0%		
						Obtain Roof Sub-permits from BD	59 days	05/25/22	07/23/22	0%		
						Bldg. 001	30 days	07/24/22	08/23/22	0%		
						Bldg. 002	16 days	08/24/22	09/09/22	0%		
						Bldg. 003	4 days	09/10/22	09/14/22	0%		
						Bldg. 004	16 days	09/15/22	10/01/22	0%		
						Bldg. 005	16 days	10/02/22	10/18/22	0%		
						Bldg. 006	30 days	10/19/22	11/18/22	0%		
						Bldg. 007 (2 Floors)	30 days	11/19/22	12/19/22	0%		
						Bldg. 008	10 days	12/20/22	12/30/22	0%		
						Bldg. 009	6 days	12/31/22	01/06/23	0%		
						Bldg. 010	6 days	01/07/23	01/13/23	0%		
						Bldg. 011	5 days	01/14/23	01/19/23	0%		
						Bldg. 012	4 days	01/20/23	01/24/23	0%		
						Bldg. 017	4 days	01/25/23	01/29/23	0%		
CLOSE-OUT	57 days		08/24/21	10/19/21	0%	CLOSE-OUT	80 days	12/03/23	02/20/24	0%	24	0
Project Close-Out - Resolve Punchlist Items	29 days		08/24/21	09/22/21	0%	Project Close-Out - Resolve Punchlist Items	59 days	12/03/23	01/31/24	0%		
						Consultant's Letter Establishing Final Completion Date (01770h)	0 days	01/31/24	01/31/24	0%		
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days		09/22/21	09/22/21	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	01/31/24	01/31/24	0%		
Project Close-Out - Final Payment Memo or Board Item	0 days		10/19/21	10/19/21	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	02/20/24	02/20/24	0%		
Project Close-Out - End of Project	0 days		10/19/21	10/19/21	0%	Project Close-Out - End of Project	0 days	02/20/24	02/20/24	0%	854	

	diff	diff	LAGS	
Design Proc	1	1		
Design (lag REMOVED) - N68	506	918	412	
Constr. Proc (lag REMOVED) - N85	156	641	485	
Constr (incl Roofing)	178	185	7	
Closeout	23	23	0	
SUM	864	1768	904	864
		minus lag/lag overlap	7	
			857	

Trend: NTP	169	RSM	15	Variance	154
Trend 1: Design	518		98		420
Trend 2: Roofing Sub-permit	83		82		1
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	111		110		1
Trend 4: Construction			0		0
Trend 5: Punchlist	24		30		-6
	905		335		570
Variance	485				-485
	420				85

RSM Audit lists Heery Completion as 1/18/22 - Heery Completion on 9/28/20 is 10/19/21

91

91

Margate MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)						Data Date: AECOM September 1, 2021						
Task Name	Duration	Start	Finish	% Compl		Task Name	Duration	Start	Finish	% Compl	Variance	
OVERALL PROJECT	1482 days	08/22/16	07/19/22	100%		OVERALL PROJECT	3221 days	08/22/16	06/17/25	21%		
PLANNING	2 days	08/22/16	08/23/16	100%		PLANNING	2 days	08/22/16	08/23/16	100%		
Start Project	1 days	08/22/16	08/22/16	100%		Start Project	0 days	08/22/16	08/22/16	100%		
Project Information - Select Project For Approval To Advertise	1 days	08/22/16	08/22/16	100%		Project Information - Select Project For Approval To Advertise	1 days	08/22/16	08/22/16	100%		
Project Number - Issue PNRF and Obtain Project Number	1 days	08/23/16	08/23/16	100%		Project Number - Issue PNRF and Obtain Project Number	1 days	08/23/16	08/23/16	100%		
DESIGN PROCUREMENT	359 days	08/23/16	04/03/17	100%		DESIGN PROCUREMENT	224 days	08/23/16	04/04/17	100%		
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	1 days	08/23/16	08/23/16	100%		RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	1 days	08/23/16	08/23/16	100%		
RFQ Document - Prepare Document	5 days	08/23/16	08/29/16	100%		RFQ Document - Prepare Document	5 days	08/23/16	08/29/16	100%		
RFQ Document - Issue For Review and Approval By CFO and APG	2 days	08/30/16	08/31/16	100%		RFQ Document - Issue For Review and Approval By CPO and APG	2 days	08/30/16	08/31/16	100%		
RFQ Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	1 days	09/01/16	09/01/16	100%		RFQ Board Agenda Item - Preliminary Review and Approval by CPO (E-Agenda)	1 days	09/01/16	09/01/16	100%		
RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 days	09/12/16	09/12/16	100%		RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 days	09/12/16	09/12/16	100%		
RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 days	09/20/16	09/20/16	100%		RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 days	09/20/16	09/20/16	100%		
RFQ Board Agenda Item - Board Approval RFQ Advertisement For Procurement	1 days	10/18/16	10/18/16	100%		RFQ Board Agenda Item - Board Approve RFQ Advertisement For Procurement	1 days	10/18/16	10/18/16	100%		
Design Professional Selection - PWS Prepare Advertisement	2 days	10/19/16	10/20/16	100%		Design Professional Selection - PWS Prepare Advertisement	2 days	10/19/16	10/20/16	100%		
Design Professional Selection - PWS Advertise RFQ Package	1 days	10/21/16	10/21/16	100%		Design Professional Selection - PWS Advertise RFQ Package	1 days	10/21/16	10/21/16	100%		
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	1 days	11/02/16	11/02/16	100%		Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	1 days	11/02/16	11/02/16	100%		
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	1 days	11/17/16	11/17/16	100%		Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	1 days	11/17/16	11/17/16	100%		
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	9 days	11/18/16	12/02/16	100%		Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	9 days	11/18/16	12/02/16	100%		
Design Professional Selection - QSEC Meeting To Discuss Recommendations	1 days	12/05/16	12/05/16	100%		Design Professional Selection - QSEC Meeting To Discuss Recommendations	1 days	12/05/16	12/05/16	100%		
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	1 days	12/07/16	12/07/16	100%		Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	1 days	12/07/16	12/07/16	100%		
Design Professional Selection - Negotiations With Selected Firm	20 days	12/15/16	01/30/17	100%		Design Professional Selection - Negotiations With Selected Firm	33 days	12/15/16	01/30/17	100%		
Design Professional Selection - Finalize PSA Package For Board Approval	25 days	01/31/17	02/03/17	100%		Design Professional Selection - Finalize PSA Package For Board Approval	4 days	01/31/17	02/03/17	100%		
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	1 days	02/03/17	02/03/17	100%		PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	1 days	02/03/17	02/03/17	100%		
Pre-Design - Prepare ATP Document / Signature By Design Professional	10 days	03/13/17	03/23/17	100%		PSA Board Agenda Item - Board Approve Final PSA Package	1 days	03/21/17	03/21/17	100%		
PSA Board Agenda Item - Board Approve Final PSA Package	1 days	03/21/17	03/21/17	100%		Pre-Design - Prepare ATP Document / Signature By Design Professional	9 days	03/13/17	03/23/17	100%		
Pre-Design - Execute PSA With Selected Design Professional	5 days	03/21/17	03/21/17	100%		Pre-Design - Execute PSA With Selected Design Professional	1 days	03/21/17	03/21/17	100%		
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	15 days	03/23/17	04/03/17	100%		Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	03/23/17	04/03/17	100%		
DESIGN	866 days	04/04/17	09/15/20	100%		DESIGN	1602 days	04/04/17	08/23/21	95%		
Design Professional ATP - Issue ATP to Design Professional	1 days	04/03/17	04/03/17	100%		Design Professional ATP - Issue ATP to Design Professional	0 days	04/04/17	04/04/17	100%		
Project Scope Validation - Validate Scope of Work (& Review)	21 days	04/04/17	04/26/17	100%		Project Scope Validation - Validate Scope of Work	23 days	04/04/17	04/26/17	100%		
Site Visits (Per PSA)	14 days	04/04/17	05/02/17	100%		Site Visits (Per PSA)	29 days	04/04/17	05/02/17	100%		
Design 30% Documents (Schematic) - Prepare and Issue	35 days	04/27/17	08/16/17	100%		Design 30% Documents (Schematic) - Prepare and Issue	112 days	04/27/17	08/16/17	100%		
Design Phase 2 Design Development - Prepare and Issue	50 days	08/17/17	10/12/17	100%		Design Phase 2 Design Development - Prepare and Issue	57 days	08/17/17	10/12/17	100%		
Design Phase 2 Design Development - Review and Comment	14 days	10/13/17	11/02/17	100%		Design Phase 2 Design Development - Review and Comment	21 days	10/13/17	11/02/17	100%		
Design Phase 3 50% CDs - Prepare and Issue	77 days	11/03/17	11/29/17	100%		Design Phase 3 50% CDs - Prepare and Issue	27 days	11/03/17	11/29/17	100%		
Design Phase 3 50% CDs - Review and Comment	21 days	11/29/17	12/15/17	100%		Design Phase 3 50% CDs - Review and Comment	17 days	11/29/17	12/15/17	100%		
Design Phase 3 100% CDs - Prepare and Issue	77 days	12/16/17	03/13/18	100%		Design Phase 3 100% CDs - Prepare and Issue	88 days	12/16/17	03/13/18	100%		
Design Phase 3 100% CDs - Backcheck	28 days	03/14/18	08/01/18	100%		Design Phase 3 100% CDs - Backcheck	141 days	03/14/18	08/01/18	100%		
Design 100% Documents - RO1 Review by Permitting Agencies	21 days	08/01/18	09/04/18	100%		Design 100% Documents - R01 Review by Permitting Agencies	35 days	08/01/18	09/04/18	100%		
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	14 days	09/05/18	10/14/18	100%		Design 100% Documents - Revise & Resubmit R01	40 days	09/05/18	10/14/18	100%		
Design 100% Documents - RO2 Review by Permitting Agencies	14 days	10/15/18	10/29/18	100%		Design 100% Documents - R02 Review by Permitting Agencies	15 days	10/15/18	10/29/18	100%		
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	14 days	10/29/18	03/11/19	100%		Design 100% Documents - Revise & Resubmit R02	134 days	10/29/18	03/11/19	100%		
Design 100% Documents - RO3 Review by Permitting Agencies	14 days	03/11/19	04/01/19	100%		Design 100% Documents - R03 Review by Permitting Agencies	22 days	03/11/19	04/01/19	100%		
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	14 days	04/02/19	06/17/19	100%		Design 100% Documents - Revise & Resubmit R03	77 days	04/02/19	06/17/19	100%		
Design 100% Documents - RO4 Review by Permitting Agencies	14 days	06/18/19	08/02/19	100%		Design 100% Documents - R04 Review by Permitting Agencies	46 days	06/18/19	08/02/19	100%		
Design 100% Documents - Resolve RO4 Comments From Permitting Agencies and Resubmit	14 days	08/03/19	09/27/19	100%		Design 100% Documents - Revise & Resubmit R04	56 days	08/03/19	09/27/19	100%		
Design 100% Documents - RO5 Review by Permitting Agencies	10 days	09/27/19	10/25/19	100%		Design 100% Documents - R05 Review by Permitting Agencies	29 days	09/27/19	10/25/19	100%		
Design 100% Documents - Resolve RO5 Comments From Permitting Agencies and Resubmit	14 days	10/26/19	01/10/20	100%		Design 100% Documents - Revise & Resubmit R05	77 days	10/26/19	01/10/20	100%		
Design 100% Documents - RO6 Review by Permitting Agencies	10 days	01/10/20	02/25/20	100%		Design 100% Documents - R06 Review by Permitting Agencies	47 days	01/10/20	02/25/20	100%		
Design 100% Documents - Resolve RO6 Comments From Permitting Agencies and Resubmit	16 days	02/26/20	07/14/20	100%		Design 100% Documents - Revise & Resubmit R06	140 days	02/26/20	07/14/20	100%		
Design 100% Documents - RO7 Review by Permitting Agencies	10 days	07/15/20	08/09/20	100%		Design 100% Documents - R07 Review by Permitting Agencies	65 days	07/15/20	09/17/20	100%	39	
						Design 100% Documents - Revise & Resubmit R07	55 days	09/17/20	11/10/20	100%	55	
						Design 100% Documents - R08 Review by Permitting Agencies	9 days	11/10/20	11/18/20	100%	9	
						Design 100% Documents - Revise & Resubmit R08	90 days	11/18/20	04/29/21	100%	90	
						Design 100% Documents - R09 Review by Permitting Agencies	14 days	04/30/21	05/25/21	100%	14	
						Design 100% Documents - Revise & Resubmit R09	14 days	05/26/21	09/30/21	50%	14	
						Design 100% Documents - R10 Review by Permitting Agencies	30 days	10/01/21	10/30/21	0%	30	
						Design 100% Documents - Revise & Resubmit R10	20 days	10/31/21	11/19/21	0%	20	
						Design 100% Documents - R11 Review by Permitting Agencies	20 days	11/20/21	12/10/21	0%	20	
						Design 100% Documents - Revise & Resubmit R11	20 days	12/11/21	12/30/21	0%	20	

Exhibit B

Margate MS

						Design 100% Documents - R12 Review by Permitting Agencies	20 days	12/31/21	01/19/22	0%	20
						Design 100% Documents - Revise & Resubmit R12	20 days	01/20/22	02/08/22	0%	20
						Design 100% Documents - R13 Review by Permitting Agencies	20 days	02/09/22	02/28/22	0%	20
						Design 100% Documents - Revise & Resubmit R13	20 days	03/01/22	03/20/22	0%	20
						Design 100% Documents - R14 Review by Permitting Agencies	18 days	03/21/22	04/07/22	0%	18
						Design 100% Documents - Revise & Resubmit R14	15 days	04/08/22	04/22/22	0%	15
Letter of Recommendation to Permit From SBBC Building Department	1 days	09/15/20	09/15/20	0%		Letter of Recommendation to Permit From SBBC Building Department	0 days	04/22/22	04/22/22	0%	
						ROOF REALITY CHECK	557 days	04/17/20	10/25/21	65%	
						Roof Package Assembled by Doc. Control and Roof Team	4 days	04/17/20	04/23/20	100%	
						Start Roof Reality Checks	0 days	04/24/20	04/24/20	100%	
						Prepare Roof Report	14 days	04/27/20	05/15/20	100%	
						Report Review and Issued to Roof Committee	4 days	05/18/20	05/22/20	100%	
						Roofing Reality Check - Walkthroughy / Meeting with AE	7 days	08/02/21	08/10/21	0%	
						AE Issues Addendum	20 days	08/11/21	09/08/21	0%	
						Addendum Review by Roofing Committee	31 days	09/09/21	10/21/21	0%	
						Addendum Approved by Roofing Committee	0 days	10/21/21	10/21/21	0%	
						Addendum Delivery to Procurement & Warehousing Services (PWS)	2 days	10/22/21	10/25/21	0%	
CONSTRUCTION PROCUREMENT	695 days	03/29/18	01/15/21	100%		CONSTRUCTION PROCUREMENT	1511 days	03/29/18	05/17/22	76%	
ITB Board Agenda Item - Preliminary Documents Review and Approval by CFO (E-Agenda)	3 days	03/29/18	03/29/18	100%		ITB Board Agenda Item - Preliminary Documents Review and Approval by CPO (e-Agenda)	1 days	03/29/18	03/29/18	100%	
ITB Board Agenda Item - Preliminary Documents APG Review (APG Planning)	2 days	04/02/18	04/02/18	100%		ITB Board Agenda Item - Preliminary Documents APG Review (APG Planning)	1 days	04/02/18	04/02/18	100%	
ITB Board Agenda Item - Revised Documents Review by APG (APG Final)	2 days	04/09/18	04/09/18	100%		ITB Board Agenda Item - Revised Documents Review by APG (APG Final)	1 days	04/09/18	04/09/18	100%	
ITB Board Agenda Item - Deliver Paper Copies To OSBR (1 Wk Before Board Mtg)	1 days	04/16/18	04/16/18	100%		ITB Board Agenda Item - Deliver Paper Copies To OSBR (1 Wk Before Board Mtg)	1 days	04/16/18	04/16/18	100%	
ITB Board Agenda Item - Board Approval To Advertise For Procurement	1 days	04/24/18	04/24/18	100%		ITB Board Agenda Item - Board Approval To Advertise For Procurement	1 days	04/24/18	04/24/18	100%	
ITB Advertisement - Advertise to Bid Contractor	1 days	10/29/20	10/29/20	0%		ITB Advertisement - Advertise to Bid Contractor	0 days	04/22/22	04/22/22	0%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	1 days	11/13/20	11/13/20	0%		ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	05/10/22	05/10/22	0%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	1 days	12/01/20	12/01/20	0%		ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	05/24/22	05/24/22	0%	
ITB Advertisement - Post Bid Results	3 days	12/02/20	12/04/20	0%		ITB Advertisement - Post Bid Results	3 days	05/25/22	05/27/22	0%	
ITB Advertisement - Finalize Contract Package For Board Approval	2 days	12/07/20	12/08/20	0%		ITB Advertisement - Finalize Contract Package For Board Approval	2 days	05/30/22	05/31/22	0%	
Construction Contract Board Item - Legal Review Contract Package	1 days	12/08/20	12/08/20	0%		Construction Contract Board Item - Legal Review Contract Package	0 days	05/31/22	05/31/22	0%	
Construction Contract Board Item - Upload Final Document For Review by CFO	1 days	12/08/20	12/08/20	0%		Construction Contract Board Item - Upload Final Document For Review by CPO	0 days	05/31/22	05/31/22	0%	
Construction Contract Board Item - CFO Review Final Construction Contract Board Item Board Package	1 days	12/08/20	12/08/20	0%		Construction Contract Board Item - CPO Review Final Construction Contract Board Item Board Package	0 days	05/31/22	05/31/22	0%	
Construction Contract Board Item - APG Review Final Construction Contract Board Item Board Package	1 days	12/08/20	12/08/20	0%		Construction Contract Board Item - APG Review Final Construction Contract Board Item Board Package	0 days	05/31/22	05/31/22	0%	
Construction Contract Board Item - Deliver Final Construction Contract Board Item Board Pkg to OSBR	1 days	12/08/20	12/08/20	0%		Construction Contract Board Item - Deliver Final Construction Contract Board Item Board Pkg to OSBR	0 days	05/31/22	05/31/22	0%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	1 days	12/15/20	12/15/20	0%		Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	06/21/22	06/21/22	0%	
Pre-Construction - Execute Contract Document With Selected Contractor	1 days	12/16/20	12/16/20	0%		Pre-Construction - Execute Contract Document With Selected Contractor	1 days	06/21/22	06/21/22	0%	
Pre-Construction - Prepare NTP Document	15 days	12/17/20	01/15/21	0%		Pre-Construction - Prepare NTP Document	45 days	06/22/22	08/23/22	0%	30
CONSTRUCTION	480 days	01/25/21	05/24/22	0%		CONSTRUCTION	935 days	08/31/22	03/22/25	0%	
Construction - Issue NTP to Contractor	0 days	01/15/21	01/15/21	0%		Construction - Issue NTP to Contractor	0 days	08/23/22	08/23/22	0%	
Construction - Start	0 days	01/25/21	01/25/21	0%		Construction - Start	0 days	08/31/22	08/31/22	0%	
Construction - Construction	480 days	01/25/21	05/19/22	0%		Construction - Construction (Including Weather Days @ 40days/100days)	480 days	08/31/22	12/23/23	0%	
						Construction - Certificate of Occupancy (BD Signed 110b)	0 days	03/22/25	03/22/25	0%	
						Roofing Sub-permit Process	175 days	12/24/23	06/15/24	0%	175
						Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	280 days	06/16/24	03/22/25	0%	280
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	05/24/22	05/24/22	0%		Construction - Substantial Completion (AE Signed 01770e)	0 days	03/22/25	03/22/25	0%	
						Roof Construction Works	208 days	08/31/22	06/17/23	0%	
						Obtain Roof Sub-permits from BD	60 days	08/31/22	10/29/22	0%	
						Bldg. 001	118 days	10/30/22	02/24/23	0%	
						Bldg. 006	22 days	02/25/23	03/18/23	0%	
						Bldg. 002	21 days	03/19/23	04/08/23	0%	
						Bldg. 005	20 days	04/09/23	04/28/23	0%	
						Bldg. 004	20 days	04/29/23	05/18/23	0%	
						Bldg. 003	14 days	05/19/23	06/01/23	0%	
						Bldg. 008	6 days	06/02/23	06/07/23	0%	
						Bldg. 009	5 days	06/08/23	06/12/23	0%	
						Bldg. 007	5 days	06/13/23	06/17/23	0%	
CLOSE-OUT	30 days	05/25/22	07/19/22	0%		CLOSE-OUT	65 days	12/15/24	02/18/25	0%	35
Project Close-Out - Resolve Punchlist Items	30 days	05/25/22	06/23/22	0%		Project Close-Out - Resolve Punchlist Items	65 days	12/15/24	02/12/25	0%	
						Consultant's Letter Establishing Final Completion Date (01770h)	0 days	12/15/24	02/12/25	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	1 days	06/23/22	06/23/22	0%		Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	02/18/25	02/18/25	0%	
Project Close-Out - Final Payment Memo or Board Item	1 days	07/19/22	07/19/22	0%		Project Close-Out - Final Payment Memo or Board Item	0 days	02/18/25	02/18/25	0%	
Project Close-Out - End of Project	1 days	07/19/22	07/19/22	0%		Project Close-Out - End of Project	0 days	02/18/25	02/18/25	0%	945

Exhibit B

Margate MS

		RSM	Variance
Trend: NTP	30	15	15
Trend 1: Design	425	56	369
Trend 2: Roofing Sub-permit	175	175	0
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	280	280	0
Trend 4: Construction		0	0
Trend 5: Punchlist	35	30	5
	945	556	389.3
Variance	0		

Pine Lakes ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
OVERALL PROJECT	1740 days	04/14/17	01/18/22	100%	OVERALL PROJECT	2503 days	04/14/17	02/20/24	40%	
PLANNING	41 days	04/14/17	05/25/17	100%	PLANNING	41 days	04/14/17	05/25/17	100%	
Start Project	0 days	04/14/17	04/14/17	100%	Start Project	0 days	04/14/17	04/14/17	100%	
Project Information - Select Project For Approval To Advertise	0 days	04/14/17	04/14/17	100%	Project Information - Select Project For Approval To Advertise	0 days	04/14/17	04/14/17	100%	
Project Number - Issue PNRF and Obtain Project Number	38 days	04/17/17	05/25/17	100%	Project Number - Issue PNRF and Obtain Project Number	38 days	04/17/17	05/25/17	100%	
DESIGN PROCUREMENT	227 days	04/24/17	12/07/17	100%	DESIGN PROCUREMENT	228 days	04/24/17	12/08/17	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	04/24/17	04/26/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	04/24/17	04/26/17	100%	
RFQ Document - Prepare Document	6 days	04/28/17	05/04/17	100%	RFQ Document - Prepare Document	6 days	04/28/17	05/04/17	100%	
Design Professional Selection - PWS Prepare Advertisement	4 days	05/05/17	05/09/17	100%	Design Professional Selection - PWS Prepare Advertisement	4 days	05/05/17	05/09/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	05/19/17	05/19/17	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	05/19/17	05/19/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	06/02/17	06/02/17	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	06/02/17	06/02/17	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	06/26/17	06/26/17	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	06/26/17	06/26/17	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	15 days	06/27/17	07/12/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	15 days	06/27/17	07/12/17	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	07/13/17	07/13/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	07/13/17	07/13/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	07/17/17	07/17/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	07/17/17	07/17/17	100%	
Design Professional Selection - Negotiations With Selected Firm	45 days	07/18/17	09/01/17	100%	Design Professional Selection - Negotiations With Selected Firm	45 days	07/18/17	09/01/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	34 days	09/05/17	10/09/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	34 days	09/05/17	10/09/17	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	10/26/17	10/26/17	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	10/26/17	10/26/17	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	11/07/17	11/07/17	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	11/07/17	11/07/17	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	11/08/17	11/08/17	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	11/08/17	11/08/17	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	11/21/17	11/27/17	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	11/21/17	11/27/17	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	9 days	11/28/17	12/07/17	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	9 days	11/28/17	12/07/17	100%	
DESIGN	496 days	12/08/17	04/18/19	100%	DESIGN	496 days	12/08/17	04/18/19	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	12/07/17	12/07/17	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	12/08/17	12/08/17	100%	
Project Scope Validation - Validate Scope of Work	49 days	12/08/17	01/26/18	100%	Project Scope Validation - Validate Scope of Work	49 days	12/08/17	01/26/18	100%	
Project Scope Validation - Review / Accept	10 days	01/27/18	02/06/18	100%	Project Scope Validation - Review / Accept	10 days	01/27/18	02/06/18	100%	
Design 30% Documents (Schematic) - Prepare and Issue	28 days	02/07/18	03/07/18	100%	Design 30% Documents (Schematic) - Prepare and Issue	28 days	02/07/18	03/07/18	100%	
Design 30% Documents (Schematic) - Review	13 days	03/08/18	03/21/18	100%	Design 30% Documents (Schematic) - Review	13 days	03/08/18	03/21/18	100%	
Design Phase 3 50% CDs - Prepare and Issue	42 days	03/22/18	05/03/18	100%	Design Phase 3 50% CDs - Prepare and Issue	42 days	03/22/18	05/03/18	100%	
Design Phase 3 50% CDs - Review and Comment	14 days	05/04/18	05/18/18	100%	Design Phase 3 50% CDs - Review and Comment	14 days	05/04/18	05/18/18	100%	
Design Phase 3 90% CDs - Prepare and Issue	47 days	05/19/18	07/05/18	100%	Design Phase 3 90% CDs - Prepare and Issue	47 days	05/19/18	07/05/18	100%	
Design Phase 3 90% CDs - Review and Comment	20 days	07/06/18	07/26/18	100%	Design Phase 3 90% CDs - Review and Comment	20 days	07/06/18	07/26/18	100%	
Design Phase 3 100% CDs - Prepare and Issue	26 days	07/27/18	08/22/18	100%	Design Phase 3 100% CDs - Prepare and Issue	26 days	07/27/18	08/22/18	100%	
Design Phase 3 100% CDs - Backcheck	106 days	08/22/18	12/06/18	100%	Design Phase 3 100% CDs - Backcheck	106 days	08/22/18	12/06/18	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	36 days	12/06/18	01/11/19	100%	Design 100% Documents - RO1 Review by Permitting Agencies	36 days	12/06/18	01/11/19	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	17 days	01/12/19	01/29/19	100%	Design 100% Documents - Revise & Resubmit R01	17 days	01/12/19	01/29/19	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	23 days	01/30/19	02/22/19	100%	Design 100% Documents - RO2 Review by Permitting Agencies	23 days	01/30/19	02/22/19	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	52 days	02/23/19	04/16/19	100%	Design 100% Documents - Revise & Resubmit R02	52 days	02/23/19	04/16/19	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	2 days	04/16/19	04/18/19	100%	Design 100% Documents - RO3 Review by Permitting Agencies	2 days	04/16/19	04/18/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	04/18/19	04/18/19	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	04/18/19	04/18/19	100%	
					ROOF REALITY CHECK	28 days	07/01/21	07/29/21	0%	
					Start Roof Reality Checks	0 days	07/01/21	07/01/21	0%	
					Roof Package Assembled by Doc. Control and Roof Team	7 days	07/01/21	07/08/21	0%	
					Prepare Roof Report	20 days	07/09/21	07/29/21	0%	
CONSTRUCTION PROCUREMENT	847 days	08/09/18	12/03/20	100%	CONSTRUCTION PROCUREMENT	900 days	08/09/18	01/25/21	100%	53
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	08/09/18	08/09/18	100%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	08/09/18	08/09/18	100%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	08/13/18	08/13/18	100%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	08/13/18	08/13/18	100%	
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	08/20/18	08/20/18	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	08/20/18	08/20/18	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	09/05/18	09/05/18	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	09/05/18	09/05/18	100%	
CSMP Contractor Authorization - Receive Proposal, Negotiate and Finalize NTP Document	487 days	06/02/19	10/01/20	100%						
CSMP Contractor Authorization - Prepare NTP Document	34 days	10/02/20	11/05/20	0%						
ITB Advertisement - Advertise to Bid Contractor	0 days	07/14/20	07/14/20	100%	ITB Advertisement - Advertise to Bid Contractor	0 days	07/14/20	07/14/20	100%	
ITB Advertisement - Pre-Bid Conference	0 days	07/22/20	07/22/20	100%	ITB Advertisement - Pre-Bid Conference	0 days	07/22/20	07/22/20	100%	
ITB Advertisement - Site Visit	0 days	07/22/20	07/22/20	100%	ITB Advertisement - Site Visit	0 days	07/22/20	07/22/20	100%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	08/07/20	08/07/20	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	08/07/20	08/07/20	100%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	08/18/20	08/18/20	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	08/18/20	08/18/20	100%	
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	09/02/20	09/04/20	0%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	0 days	08/25/20	08/25/20	100%	
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	17 days	09/08/20	09/25/20	0%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	20 days	08/26/20	09/15/20	100%	

Exhibit B

Pine Lakes ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	09/25/20	09/25/20	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	09/01/20	09/01/20	100%	
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	10/02/20	10/02/20	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	09/15/20	09/15/20	100%	
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	10/09/20	10/09/20	0%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	09/21/20	09/21/20	100%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	10/20/20	10/20/20	0%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	09/22/20	09/22/20	100%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	10/20/20	10/20/20	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	09/25/20	09/25/20	100%	
Pre-Construction - Prepare NTP Document	43 days	10/21/20	12/03/20	0%	Pre-Construction - Prepare NTP Document	101 days	10/16/20	01/25/21	100%	58
CONSTRUCTION	371 days	12/04/20	12/10/21	0%	CONSTRUCTION	1029 days	02/01/21	11/27/23	15%	
Construction - Issue NTP to Contractor	0 days	12/03/20	12/03/20	0%	Construction - Issue NTP to Contractor	0 days	01/25/21	01/25/21	100%	
Construction - Start	0 days	12/11/20	12/11/20	0%	Construction - Start	0 days	02/01/21	02/01/21	100%	
Construction - Construction	366 days	12/11/20	12/12/21	0%	Construction - Construction 300d per bid (Including Weather Days @ 40days/100days)	721 days	02/01/21	01/23/23	15%	355
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	12/12/21	12/12/21	0%	Roofing Sub-permit Process	167 days	01/24/23	07/10/23	0%	167
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	139 days	07/11/23	11/27/23	0%	139
					Construction - Substantial Completion (AE Signed 01770e)	0 days	11/27/23	11/27/23	0%	
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	11/27/23	11/27/23	0%	
					Roof Construction Works	113 days	05/13/21	09/03/21	43%	
					Obtain Roof Sub-permits from BD	59 days	05/13/21	07/11/21	82%	
					Bldg. 085	16 days	07/12/21	07/28/21	0%	
					Bldg. 002	6 days	07/29/21	08/04/21	0%	
					Bldg. 001	4 days	08/05/21	08/09/21	0%	
					Bldg. 003	4 days	08/10/21	08/14/21	0%	
					Bldg. 006	4 days	08/15/21	08/19/21	0%	
					Bldg. 007	4 days	08/20/21	08/24/21	0%	
					Bldg. 004	4 days	08/25/21	08/29/21	0%	
					Bldg. 005	4 days	08/30/21	09/03/21	0%	
CLOSE-OUT	36 days	12/13/21	01/18/22	0%	CLOSE-OUT	84 days	11/28/23	02/20/24	0%	48
Project Close-Out - Resolve Punchlist Items	29 days	12/13/21	01/11/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	11/28/23	01/26/24	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	01/26/24	01/26/24	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	01/11/22	01/11/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	01/26/24	01/26/24	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	01/18/22	01/18/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	02/20/24	02/20/24	0%	
Project Close-Out - End of Project	0 days	01/18/22	01/18/22	0%	Project Close-Out - End of Project	0 days	02/20/24	02/20/24	0%	763

	RSM	Variance
Trend: NTP	15	43
Trend 1: Design	0	0
Trend 2: Roofing Sub-permit	168	-1
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	110	29
Trend 4: Construction	355	0
Trend 5: Punchlist	30	18
	678	89
Variance	-4	
	763	

Sawgrass ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
OVERALL PROJECT	1846 days	09/28/17	10/18/22	100%	OVERALL PROJECT	2700 days	09/28/17	02/18/25	23%	
PLANNING	4 days	11/13/17	11/17/17	100%	PLANNING	4 days	11/13/17	11/17/17	100%	
Start Project	0 days	11/13/17	11/13/17	100%	Start Project	0 days	11/13/17	11/13/17	100%	
Project Information - Select Project For Approval To Advertise	0 days	11/13/17	11/13/17	100%	Project Information - Select Project For Approval To Advertise	0 days	11/13/17	11/13/17	100%	
Project Number - Issue PNRF and Obtain Project Number	2 days	11/15/17	11/17/17	100%	Project Number - Issue PNRF and Obtain Project Number	2 days	11/15/17	11/17/17	100%	
DESIGN PROCUREMENT	314 days	09/28/17	08/08/18	100%	DESIGN PROCUREMENT	315 days	09/28/17	08/09/18	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	4 days	09/28/17	10/02/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	4 days	09/28/17	10/02/17	100%	
RFQ Document - Prepare Document	26 days	11/15/17	12/11/17	100%	RFQ Document - Prepare Document	26 days	11/15/17	12/11/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	12/13/17	12/13/17	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	12/13/17	12/13/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	01/09/18	01/09/18	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	01/09/18	01/09/18	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	01/24/18	01/24/18	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	01/24/18	01/24/18	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	20 days	01/25/18	02/14/18	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	20 days	01/25/18	02/14/18	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	03/02/18	03/02/18	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	03/02/18	03/02/18	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	03/02/18	03/02/18	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	03/02/18	03/02/18	100%	
Design Professional Selection - Negotiations With Selected Firm	22 days	03/05/18	03/27/18	100%	Design Professional Selection - Negotiations With Selected Firm	22 days	03/05/18	03/27/18	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	13 days	03/28/18	04/10/18	100%	Design Professional Selection - Finalize PSA Package For Board Approval	13 days	03/28/18	04/10/18	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	04/26/18	04/26/18	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	04/26/18	04/26/18	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	05/08/18	05/08/18	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	05/08/18	05/08/18	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	05/09/18	05/09/18	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	05/09/18	05/09/18	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	1 day	07/24/18	07/25/18	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	1 days	07/24/18	07/25/18	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	13 days	07/26/18	08/08/18	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	13 days	07/26/18	08/08/18	100%	
DESIGN	749 days	08/13/18	08/31/20	100%	DESIGN	760 days	08/13/18	09/11/20	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	08/08/18	08/08/18	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	08/09/18	08/09/18	100%	
Project Scope Validation - Validate Scope of Work	24 days	08/13/18	09/06/18	100%	Project Scope Validation - Validate Scope of Work	24 days	08/13/18	09/06/18	100%	
Project Scope Validation - Review / Accept	11 days	09/07/18	09/18/18	100%	Project Scope Validation - Review / Accept	11 days	09/07/18	09/18/18	100%	
Design 30% Documents (Schematic) - Prepare and Issue	43 days	09/19/18	11/01/18	100%	Design 30% Documents (Schematic) - Prepare and Issue	43 days	09/19/18	11/01/18	100%	
Design 30% Documents (Schematic) - Review	14 days	11/02/18	11/16/18	100%	Design 30% Documents (Schematic) - Review	14 days	11/02/18	11/16/18	100%	
Design Phase 3 50% CDs - Prepare and Issue	114 days	11/17/18	03/11/19	100%	Design Phase 3 50% CDs - Prepare and Issue	114 days	11/17/18	03/11/19	100%	
Design Phase 3 50% CDs - Review and Comment	14 days	03/12/19	03/26/19	100%	Design Phase 3 50% CDs - Review and Comment	14 days	03/12/19	03/26/19	100%	
Design Phase 3 90% CDs - Prepare and Issue	58 days	03/27/19	05/24/19	100%	Design Phase 3 90% CDs - Prepare and Issue	58 days	03/27/19	05/24/19	100%	
Design Phase 3 90% CDs - Review and Comment	33 days	05/25/19	06/27/19	100%	Design Phase 3 90% CDs - Review and Comment	33 days	05/25/19	06/27/19	100%	
Design Phase 3 100% CDs - Prepare and Issue	26 days	06/28/19	07/24/19	100%	Design Phase 3 100% CDs - Prepare and Issue	26 days	06/28/19	07/24/19	100%	
Design Phase 3 100% CDs - Backcheck	118 days	07/25/19	11/20/19	100%	Design Phase 3 100% CDs - Backcheck	118 days	07/25/19	11/20/19	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	27 days	11/20/19	12/17/19	100%	Design 100% Documents - R01 Review by Permitting Agencies	27 days	11/20/19	12/17/19	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	36 days	12/18/19	01/23/20	100%	Design 100% Documents - Revise & Resubmit R01	36 days	12/18/19	01/23/20	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	31 days	01/24/20	02/24/20	100%	Design 100% Documents - R02 Review by Permitting Agencies	31 days	01/24/20	02/24/20	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	19 days	02/25/20	03/15/20	100%	Design 100% Documents - Revise & Resubmit R02	19 days	02/25/20	03/15/20	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	11 days	03/16/20	03/27/20	100%	Design 100% Documents - R03 Review by Permitting Agencies	11 days	03/16/20	03/27/20	100%	
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	66 days	03/28/20	06/02/20	100%	Design 100% Documents - Revise & Resubmit R03	66 days	03/28/20	06/02/20	100%	
Design 100% Documents - RO4 Review by Permitting Agencies	71 days	06/03/20	08/13/20	100%	Design 100% Documents - R04 Review by Permitting Agencies	75 days	06/03/20	08/17/20	100%	4
Letter of Recommendation to Permit From SBBC Building Department	0 days	08/31/20	08/31/20	0%	Letter of Recommendation to Permit From SBBC Building Department	0 days	09/11/20	09/11/20	100%	
					ROOF REALITY CHECK	367 days	09/21/20	09/23/21	50%	
					Start Roof Reality Checks	0 days	10/01/20	10/01/20	100%	
					Roof Package Assembled by Doc. Control and Roof Team	9 days	09/21/20	09/30/20	100%	
					Prepare Roof Report	24 days	10/02/20	10/26/20	100%	
					Report Review and Issued to Roof Committee	10 days	10/27/20	11/06/20	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	11 days	07/01/21	07/12/21	0%	
					AE Issues Addendum	27 days	07/13/21	08/09/21	0%	
					Addendum Review by Roofing Committee	43 days	08/10/21	09/22/21	0%	
					Addendum Approved by Roofing Committee	0 days	09/22/21	09/22/21	0%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	0 days	09/23/21	09/23/21	0%	
CONSTRUCTION PROCUREMENT	539 days	04/08/20	09/29/21	100%	CONSTRUCTION PROCUREMENT	769 days	04/08/20	05/17/22	10%	230
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	04/08/20	04/08/20	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	04/08/20	04/08/20	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	04/14/20	04/14/20	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	04/14/20	04/14/20	100%	
ITB Advertisement - Advertise to Bid Contractor	0 days	04/29/21	04/29/21	0%	ITB Advertisement - Advertise to Bid Contractor	0 days	11/29/21	11/29/21	0%	
ITB Advertisement - Pre-Bid Conference	0 days	05/05/21	05/05/21	0%	ITB Advertisement - Pre-Bid Conference	0 days	12/03/21	12/03/21	0%	
ITB Advertisement - Site Visit	0 days	05/05/21	05/05/21	0%	ITB Advertisement - Site Visit	0 days	12/03/21	12/03/21	0%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	05/17/21	05/17/21	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	12/15/21	12/15/21	0%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	06/01/21	06/01/21	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	01/07/22	01/07/22	0%	
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	06/16/21	06/18/21	0%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	01/24/22	01/26/22	0%	

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Exhibit B

Sawgrass ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	18 days	06/21/21	07/09/21	0%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	19 days	01/27/22	02/15/22	0%	
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	07/09/21	07/09/21	0%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	02/15/22	02/15/22	0%	
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	07/16/21	07/16/21	0%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	02/22/22	02/22/22	0%	
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	07/23/21	07/23/21	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	03/01/22	03/01/22	0%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	08/17/21	08/17/21	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	03/15/22	03/15/22	0%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	08/17/21	08/17/21	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	03/15/22	03/15/22	0%	
Pre-Construction - Prepare NTP Document	42 days	08/18/21	09/29/21	0%	Pre-Construction - Prepare NTP Document	62 days	03/16/22	05/17/22	0%	
CONSTRUCTION	336 days	09/30/21	09/01/22	0%	CONSTRUCTION	924 days	05/25/22	12/04/24	0%	
Construction - Issue NTP to Contractor	0 days	09/29/21	09/29/21	0%	Construction - Issue NTP to Contractor	0 days	05/17/22	05/17/22	0%	
Construction - Start	0 days	10/07/21	10/07/21	0%	Construction - Start	0 days	05/25/22	05/25/22	0%	
Construction - Construction	329 days	10/07/21	09/01/22	0%	Construction - Construction (Including Weather Days @ 40days/100days)	539 days	05/25/22	11/15/23	0%	210
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	09/01/22	09/01/22	0%	Roofing Sub-permit Process	174 days	11/16/23	05/08/24	0%	174
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	209 days	05/09/24	12/04/24	0%	209
					Construction - Substantial Completion (AE Signed 01770e)	0 days	12/04/24	12/04/24	0%	
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	12/04/24	12/04/24	0%	
					Roof Construction Works	257 days	05/25/22	02/06/23	0%	
					Obtain Roof Sub-permits from BD	59 days	05/25/22	07/23/22	0%	
					Bldg. 001	42 days	07/24/22	09/04/22	0%	
					Bldg. 002	30 days	09/05/22	10/05/22	0%	
					Bldg. 080	28 days	10/06/22	11/03/22	0%	
					Bldg. 003	28 days	11/04/22	12/02/22	0%	
					Bldg. 085	19 days	12/03/22	12/22/22	0%	
					Bldg. 004	17 days	12/23/22	01/09/23	0%	
					Bldg. 006	10 days	01/10/23	01/20/23	0%	
					Bldg. 005	6 days	01/21/23	01/27/23	0%	
					Bldg. 007	4 days	01/28/23	02/01/23	0%	
					Bldg. 008	4 days	02/02/23	02/06/23	0%	
CLOSE-OUT	46 days	09/02/22	10/18/22	0%	CLOSE-OUT	75 days	12/05/24	02/18/25	0%	29
Project Close-Out - Resolve Punchlist Items	29 days	09/02/22	10/01/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	12/05/24	02/02/25	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	02/02/25	02/02/25	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	10/01/22	10/01/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	02/02/25	02/02/25	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	10/18/22	10/18/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	02/18/25	02/18/25	0%	
Project Close-Out - End of Project	0 days	10/18/22	10/18/22	0%	Project Close-Out - End of Project	0 days	02/18/25	02/18/25	0%	854

		RSM	Variance
Trend: NTP	230	15	215
Trend 1: Design	4	0	4
Trend 2: Roofing Sub-permit	174	175	-1
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	209	210	-1
Trend 4: Construction	210 *	210	0
Trend 5: Punchlist	29	30	-1
	856	640	216
Variance	-2		
	854		

Exhibit B

Sawgrass Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
OVERALL PROJECT	2174 days	09/02/16	08/16/22	100%	OVERALL PROJECT	3182 days	09/02/16	05/20/25	18%	
PLANNING	11 days	09/02/16	09/13/16	100%	PLANNING	11 days	09/02/16	09/13/16	100%	
Start Project	0 days	09/02/16	09/02/16	100%	Start Project	0 days	09/02/16	09/02/16	100%	
Project Information - Select Project For Approval To Advertise	4 days	09/02/16	09/06/16	100%	Project Information - Select Project For Approval To Advertise	4 days	09/02/16	09/06/16	100%	
Project Number - Issue PNRF and Obtain Project Number	6 days	09/07/16	09/13/16	100%	Project Number - Issue PNRF and Obtain Project Number	6 days	09/07/16	09/13/16	100%	
DESIGN PROCUREMENT	230 days	09/07/16	04/25/17	100%	DESIGN PROCUREMENT	231 days	09/07/16	04/26/17	100%	
RFQ Scope of Work Document - Prepare Draft	6 days	09/07/16	09/13/16	100%	RFQ Scope of Work Document - Prepare Draft	6 days	09/07/16	09/13/16	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	09/07/16	09/09/16	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	09/07/16	09/09/16	100%	
RFQ Document - Prepare Document	15 days	09/07/16	09/22/16	100%	RFQ Document - Prepare Document	15 days	09/07/16	09/22/16	100%	
RFQ Scope of Work Document - Internal Review and Comment	2 days	09/14/16	09/16/16	100%	RFQ Scope of Work Document - Internal Review and Comment	2 days	09/14/16	09/16/16	100%	
RFQ Schedule - Prepare and Issue Milestone Project Schedule For Inclusion In RFQ	2 days	09/14/16	09/16/16	100%	RFQ Schedule - Prepare and Issue Milestone Project Schedule For Inclusion In RFQ	2 days	09/14/16	09/16/16	100%	
RFQ Scope of Work Document - Incorporate Comments and Finalize	1 day	09/19/16	09/20/16	100%	RFQ Scope of Work Document - Incorporate Comments and Finalize	1 day	09/19/16	09/20/16	100%	
RFQ Document - Issue For Review and Approval By CFO and APG	0 days	09/23/16	09/23/16	100%	RFQ Document - Issue For Review and Approval By CPO and APG	0 days	09/23/16	09/23/16	100%	
RFQ Board Agenda Item - Preliminary Documents Uploaded For Review by CFO	0 days	09/23/16	09/23/16	100%	RFQ Board Agenda Item - Preliminary Documents Uploaded For Review by CPO	0 days	09/23/16	09/23/16	100%	
RFQ Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	4 days	09/23/16	09/27/16	100%	RFQ Board Agenda Item - Preliminary Review and Approval by CPO (E-Agenda)	4 days	09/23/16	09/27/16	100%	
RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 day	09/28/16	09/29/16	100%	RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 day	09/28/16	09/29/16	100%	
RFQ Board Agenda Item - Incorporate CFO and APG Comments	3 days	09/30/16	10/03/16	100%	RFQ Board Agenda Item - Incorporate CPO and APG Comments	3 days	09/30/16	10/03/16	100%	
RFQ Board Agenda Item - Upload Revised Documents For Review By CFO	0 days	10/04/16	10/04/16	100%	RFQ Board Agenda Item - Upload Revised Documents For Review By CPO	0 days	10/04/16	10/04/16	100%	
RFQ Board Agenda Item - Revised Documents Review and Approval by CFO	1 day	10/04/16	10/05/16	100%	RFQ Board Agenda Item - Revised Documents Review and Approval by CPO	1 day	10/04/16	10/05/16	100%	
RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 day	10/06/16	10/07/16	100%	RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 day	10/06/16	10/07/16	100%	
RFQ Board Agenda Item - Deliver Paper Copies to OSBR (1 Wk Before Board Mtg)	0 days	10/10/16	10/10/16	100%	RFQ Board Agenda Item - Deliver Paper Copies to OSBR (1 Wk Before Board Mtg)	0 days	10/10/16	10/10/16	100%	
RFQ Board Agenda Item - Board Approval RFQ Advertisement For Procurement	0 days	10/18/16	10/18/16	100%	RFQ Board Agenda Item - Board Approve RFQ Advertisement For Procurement	0 days	10/18/16	10/18/16	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	10/21/16	10/21/16	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	10/21/16	10/21/16	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	11/08/16	11/08/16	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	11/08/16	11/08/16	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	56 days	11/22/16	01/17/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	56 days	11/22/16	01/17/17	100%	
Design Professional Selection - Receive Responses From Design Professionals	0 days	11/22/16	11/22/16	100%	Design Professional Selection - Receive Responses From Design Professionals	0 days	11/22/16	11/22/16	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	01/18/17	01/18/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	01/18/17	01/18/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	01/19/17	01/19/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	01/19/17	01/19/17	100%	
Design Professional Selection - Negotiations With Selected Firm	29 days	01/25/17	02/23/17	100%	Design Professional Selection - Negotiations With Selected Firm	29 days	01/25/17	02/23/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	3 days	02/24/17	02/27/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	3 days	02/24/17	02/27/17	100%	
PSA Board Agenda Item - Legal Review Final PSA Document	1 day	02/28/17	03/01/17	100%	PSA Board Agenda Item - Legal Review Final PSA Document	1 day	02/28/17	03/01/17	100%	
PSA Board Agenda Item - Upload Final Document For Review by CFO	0 days	03/02/17	03/02/17	100%	PSA Board Agenda Item - Upload Final Document For Review by CPO	0 days	03/02/17	03/02/17	100%	
PSA Board Agenda Item - CFO Review Final PSA Board Package	1 day	03/02/17	03/03/17	100%	PSA Board Agenda Item - CPO Review Final PSA Board Package	1 day	03/02/17	03/03/17	100%	
PSA Board Agenda Item - APG Review Final PSA Board Package	1 day	03/06/17	03/07/17	100%	PSA Board Agenda Item - APG Review Final PSA Board Package	1 day	03/06/17	03/07/17	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	03/08/17	03/08/17	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	03/08/17	03/08/17	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	1 day	03/27/17	03/28/17	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	1 day	03/27/17	03/28/17	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	04/18/17	04/18/17	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	04/18/17	04/18/17	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	04/19/17	04/19/17	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	04/19/17	04/19/17	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	6 days	04/19/17	04/25/17	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	6 days	04/19/17	04/25/17	100%	
DESIGN	721 days	04/25/17	04/16/19	100%	DESIGN	1778 days	04/25/17	03/08/22	76%	
Design Professional ATP - Issue ATP to Design Professional	0 days	04/25/17	04/25/17	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	04/26/17	04/26/17	100%	
Project Scope Validation - Validate Scope of Work (incl 14 day site visit)	53 days	04/25/17	06/17/17	100%	Project Scope Validation - Validate Scope of Work (incl 14 day site visit)	53 days	04/25/17	06/17/17	100%	
Project Scope Validation - Review / Accept	5 days	06/18/17	06/23/17	100%	Project Scope Validation - Review / Accept	5 days	06/18/17	06/23/17	100%	
Design 30% Documents (Schematic) - Prepare and Issue	58 days	06/24/17	08/21/17	100%	Design 30% Documents (Schematic) - Prepare and Issue	58 days	06/24/17	08/21/17	100%	
Design 30% Documents (Schematic) - Review	10 days	08/22/17	09/01/17	100%	Design 30% Documents (Schematic) - Review	10 days	08/22/17	09/01/17	100%	
Design Phase 2 Design Development - Prepare and Issue	37 days	09/02/17	10/09/17	100%	Design Phase 2 Design Development - Prepare and Issue	37 days	09/02/17	10/09/17	100%	
Design Phase 2 Design Development - Review and Comment	21 days	10/10/17	10/31/17	100%	Design Phase 2 Design Development - Review and Comment	21 days	10/10/17	10/31/17	100%	
Design Phase 3 50% CDs - Prepare and Issue	57 days	11/01/17	12/28/17	100%	Design Phase 3 50% CDs - Prepare and Issue	57 days	11/01/17	12/28/17	100%	
Design Phase 3 50% CDs - Review and Comment	43 days	12/29/17	02/10/18	100%	Design Phase 3 50% CDs - Review and Comment	43 days	12/29/17	02/10/18	100%	
Design Phase 3 100% CDs - Prepare and Issue	30 days	02/11/18	03/13/18	100%	Design Phase 3 100% CDs - Prepare and Issue	30 days	02/11/18	03/13/18	100%	
Design Phase 3 100% CDs - Backcheck	69 days	03/14/18	05/22/18	100%	Design Phase 3 100% CDs - Backcheck	69 days	03/14/18	05/22/18	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	10 days	05/22/18	06/01/18	100%	Design 100% Documents - R01 Review by Permitting Agencies	10 days	05/22/18	06/01/18	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	134 days	06/02/18	10/14/18	100%	Design 100% Documents - Revise & Resubmit R01	134 days	06/02/18	10/14/18	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	14 days	10/15/18	10/29/18	100%	Design 100% Documents - R02 Review by Permitting Agencies	14 days	10/15/18	10/29/18	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	48 days	10/30/18	12/17/18	100%	Design 100% Documents - Revise & Resubmit R02	48 days	10/30/18	12/17/18	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	29 days	12/18/18	01/16/19	100%	Design 100% Documents - R03 Review by Permitting Agencies	29 days	12/18/18	01/16/19	100%	
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	15 days	01/17/19	02/01/19	100%	Design 100% Documents - Revise & Resubmit R03	15 days	01/17/19	02/01/19	100%	
Design 100% Documents - RO4 Review by Permitting Agencies	25 days	02/01/19	02/26/19	100%	Design 100% Documents - R04 Review by Permitting Agencies	25 days	02/01/19	02/26/19	100%	
Design 100% Documents - Resolve RO4 Comments From Permitting Agencies and Resubmit	35 days	02/27/19	04/03/19	100%	Design 100% Documents - Revise & Resubmit R04	35 days	02/27/19	04/03/19	100%	
Design 100% Documents - RO5 Review by Permitting Agencies	13 days	04/03/19	04/16/19	100%	Design 100% Documents - R05 Review by Permitting Agencies	13 days	04/03/19	04/16/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	04/16/19	04/16/19	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	04/16/19	04/16/19	100%	

Sawgrass Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
					Design 100% Documents - R01 Review by Permitting Agencies	151 days	12/17/20	05/17/21	100%	151
					Design 100% Documents - Revise & Resubmit R01	105 days	05/18/21	08/31/21	95%	105
					Design 100% Documents - R02 Review by Permitting Agencies	31 days	09/01/21	10/02/21	0%	31
					Design 100% Documents - Revise & Resubmit R02	29 days	10/03/21	11/01/21	0%	29
					Design 100% Documents - R03 Review by Permitting Agencies	30 days	11/03/21	12/03/21	0%	30
					Design 100% Documents - Revise & Resubmit R03	29 days	12/04/21	01/02/22	0%	29
					Design 100% Documents - R04 Review by Permitting Agencies	24 days	01/03/22	01/27/22	0%	24
					Design 100% Documents - Revise & Resubmit R04	19 days	01/28/22	02/16/22	0%	19
					Design 100% Documents - R05 Review by Permitting Agencies	19 days	02/17/22	03/08/22	0%	19
					Letter of Recommendation to Permit From SBBC Building Department	0 days	03/08/22	03/08/22	0%	0
					ROOF REALITY CHECK	475 days	11/14/19	03/03/21	100%	
					Start Roof Reality Checks	0 days	11/26/19	11/26/19	100%	
					Roof Package Assembled by Doc. Control and Roof Team	11 days	11/14/19	11/25/19	100%	
					Prepare Roof Report	33 days	11/27/19	12/30/19	100%	
					Report Review and Issued to Roof Committee	18 days	01/06/20	01/24/20	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	45 days	12/01/20	01/15/21	100%	
					AE Issues Addendum	25 days	01/18/21	02/12/21	100%	
					Addendum Review by Roofing Committee	11 days	02/15/21	02/26/21	100%	
					Addendum Approved by Roofing Committee	0 days	03/01/21	03/01/21	100%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	1 day	03/02/21	03/03/21	100%	
CONSTRUCTION PROCUREMENT	1008 days	04/12/18	01/14/21	100%	CONSTRUCTION PROCUREMENT	1531 days	04/12/18	06/21/22	79%	
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	04/12/18	04/12/18	100%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	04/12/18	04/12/18	100%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	04/16/18	04/16/18	100%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	04/16/18	04/16/18	100%	
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	04/23/18	04/23/18	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	04/23/18	04/23/18	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	05/08/18	05/08/18	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	05/08/18	05/08/18	100%	
ITB Advertisement - Advertise to Bid Contractor	0 days	10/29/20	10/29/20	0%	ITB Advertisement - Advertise to Bid Contractor	0 days	03/15/22	03/15/22	0%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	11/13/20	11/13/20	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	03/15/22	03/15/22	0%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	12/01/20	12/01/20	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	03/29/22	03/29/22	0%	
ITB Advertisement - Post Bid Results	2 days	12/02/20	12/04/20	0%	ITB Advertisement - Post Bid Results	2 days	03/30/22	04/01/22	0%	
ITB Advertisement - Finalize Contract Package For Board Approval	1 day	12/07/20	12/08/20	0%	ITB Advertisement - Finalize Contract Package For Board Approval	1 day	04/04/22	04/05/22	0%	
Construction Contract Board Item - Deliver Final Construction Contract Board Item Board Pkg to OSBR	0 days	12/08/20	12/08/20	0%	Construction Contract Board Item - Deliver Final Construction Contract Board Item Board Pkg to OSBR	0 days	04/05/22	04/05/22	0%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	12/15/20	12/15/20	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	04/19/22	04/19/22	0%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	12/15/20	12/15/20	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	04/19/22	04/19/22	0%	
Pre-Construction - Prepare NTP Document	29 days	12/16/20	01/14/21	0%	Pre-Construction - Prepare NTP Document	62 days	04/20/22	06/21/22	0%	33
Construction - Issue NTP to Contractor	0 days	01/14/21	01/14/21	0%	Construction - Issue NTP to Contractor	0 days	06/21/22	06/21/22	0%	
CONSTRUCTION	525 days	01/15/21	06/24/22	0%	CONSTRUCTION	981 days	06/29/22	03/06/25	0%	
Construction - Start	0 days	01/22/21	01/22/21	0%	Construction - Start	0 days	06/29/22	06/29/22	0%	
Construction - Construction (520 days per bid)	519 days	01/22/21	06/25/22	0%	Construction - Construction (520 per bid) (Including Weather Days @ 40days/100days)	526 days	06/29/22	12/07/23	0%	7
					Roofing Sub-permit Process	174 days	12/08/23	05/30/24	0%	174
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	279 days	05/31/24	03/06/25	0%	279
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	06/25/22	06/25/22	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	03/06/25	03/06/25	0%	
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	03/06/25	03/06/25	0%	
					Roof Construction Works	300 days	06/29/22	04/25/23	0%	
					Obtain Roof Sub-permits from BD	59 days	06/29/22	08/27/22	0%	
					Bldg. 003 (2 Floors)	108 days	08/28/22	12/14/22	0%	
					Bldg. 004	43 days	12/15/22	01/27/23	0%	
					Bldg. 002	22 days	01/28/23	02/19/23	0%	
					Bldg. 001	22 days	02/20/23	03/14/23	0%	
					Bldg. 005	17 days	03/15/23	04/01/23	0%	
					Bldg. 007	6 days	04/02/23	04/08/23	0%	
					Bldg. 006	6 days	04/09/23	04/15/23	0%	
					Bldg. 008	4 days	04/16/23	04/20/23	0%	
					Bldg. 009	4 days	04/21/23	04/25/23	0%	
CLOSE-OUT	51 days	06/26/22	08/16/22	0%	CLOSE-OUT	74 days	03/07/25	05/20/25	0%	
Project Close-Out - Resolve Punchlist Items	29 days	06/26/22	07/25/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	03/07/25	05/05/25	0%	30
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	05/05/25	05/05/25	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	07/25/22	07/25/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	05/05/25	05/05/25	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	08/16/22	08/16/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	05/20/25	05/20/25	0%	
Project Close-Out - End of Project	0 days	08/16/22	08/16/22	0%	Project Close-Out - End of Project	0 days	05/20/25	05/20/25	0%	1008

Exhibit B

Sawgrass Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
					Trend: NTP	33	0	33		
					Trend 1: Design	437	0	437		
					Trend 2: Roofing Sub-permit	174	166	8		
					Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	279	280	-1		
					Trend 4: Construction	7	0	7		
					Trend 5: Punchlist	30	30	0		
						960	476	484		
					Variance	48				
						1008				

South Broward HS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
OVERALL PROJECT	2094 days	08/22/16	05/17/22	100%	OVERALL PROJECT	2647 days	08/22/16	11/21/23	36%	
PLANNING	0 days	08/22/16	08/22/16	100%	PLANNING	0 days	08/22/16	08/22/16	100%	
Start Project	0 days	08/22/16	08/22/16	100%	Start Project	0 days	08/22/16	08/22/16	100%	
Project Information - Select Project For Approval To Advertise	0 days	08/22/16	08/22/16	100%	Project Information - Select Project For Approval To Advertise	0 days	08/22/16	08/22/16	100%	
Project Number - Issue PNRF and Obtain Project Number	0 days	08/22/16	08/22/16	100%	Project Number - Issue PNRF and Obtain Project Number	0 days	08/22/16	08/22/16	100%	
DESIGN PROCUREMENT	224 days	08/22/16	04/03/17	100%	DESIGN PROCUREMENT	224 days	08/22/16	04/03/17	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	0 days	08/22/16	08/22/16	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	0 days	08/22/16	08/22/16	100%	
RFQ Document - Prepare Document	0 days	08/24/16	08/24/16	100%	RFQ Document - Prepare Document	0 days	08/24/16	08/24/16	100%	
RFQ Document - Issue For Review and Approval By CFO and APG	0 days	08/24/16	08/24/16	100%	RFQ Document - Issue For Review and Approval By CPO and APG	0 days	08/24/16	08/24/16	100%	
RFQ Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	08/24/16	08/24/16	100%	RFQ Board Agenda Item - Preliminary Review and Approval by CPO (E-Agenda)	0 days	08/24/16	08/24/16	100%	
RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	08/31/16	08/31/16	100%	RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	08/31/16	08/31/16	100%	
RFQ Board Agenda Item - Revised Document APG Review (APG Final)	0 days	09/08/16	09/08/16	100%	RFQ Board Agenda Item - Revised Document APG Review (APG Final)	0 days	09/08/16	09/08/16	100%	
RFQ Board Agenda Item - Board Approval RFQ Advertisement For Procurement	0 days	10/18/16	10/18/16	100%	RFQ Board Agenda Item - Board Approve RFQ Advertisement For Procurement	0 days	10/18/16	10/18/16	100%	
Design Professional Selection - PWS Prepare Advertisement	2 days	10/18/16	10/20/16	100%	Design Professional Selection - PWS Prepare Advertisement	2 days	10/18/16	10/20/16	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	10/21/16	10/21/16	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	10/21/16	10/21/16	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	11/08/16	11/08/16	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	11/08/16	11/08/16	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	11/22/16	11/22/16	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	11/22/16	11/22/16	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	19 days	11/23/16	12/12/16	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	19 days	11/23/16	12/12/16	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	12/13/16	12/13/16	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	12/13/16	12/13/16	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	12/13/16	12/13/16	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	12/13/16	12/13/16	100%	
Design Professional Selection - Negotiations With Selected Firm	47 days	12/14/16	01/30/17	100%	Design Professional Selection - Negotiations With Selected Firm	47 days	12/14/16	01/30/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	2 days	01/31/17	02/02/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	2 days	01/31/17	02/02/17	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/03/17	02/03/17	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/03/17	02/03/17	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	39 days	02/13/17	03/24/17	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	39 days	02/13/17	03/24/17	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	03/21/17	03/21/17	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	03/21/17	03/21/17	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	03/21/17	03/21/17	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	03/21/17	03/21/17	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	7 days	03/27/17	04/03/17	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	7 days	03/27/17	04/03/17	100%	
DESIGN	883 days	04/05/17	09/05/19	100%	DESIGN	883 days	04/05/17	09/05/19	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	04/03/17	04/03/17	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	04/04/17	04/04/17	100%	
Project Scope Validation - Validate Scope of Work	57 days	04/05/17	06/01/17	100%	Project Scope Validation - Validate Scope of Work	57 days	04/05/17	06/01/17	100%	
Site Visits	43 days	04/19/17	06/01/17	100%	Site Visits	43 days	04/19/17	06/01/17	100%	
Project Scope Validation - Review / Accept	17 days	06/02/17	06/19/17	100%	Project Scope Validation - Review / Accept	17 days	06/02/17	06/19/17	100%	
Design 30% Documents (Schematic) - Prepare and Issue	37 days	06/20/17	07/27/17	100%	Design 30% Documents (Schematic) - Prepare and Issue	37 days	06/20/17	07/27/17	100%	
Design 30% Documents (Schematic) - Review	12 days	07/27/17	08/08/17	100%	Design 30% Documents (Schematic) - Review	12 days	07/27/17	08/08/17	100%	
Design Phase 2 Design Development - Prepare and Issue	64 days	08/09/17	10/12/17	100%	Design Phase 2 Design Development - Prepare and Issue	64 days	08/09/17	10/12/17	100%	
Design Phase 2 Design Development - Review and Comment	13 days	10/13/17	10/26/17	100%	Design Phase 2 Design Development - Review and Comment	13 days	10/13/17	10/26/17	100%	
Design Phase 3 50% CDs - Prepare and Issue	17 days	10/27/17	11/13/17	100%	Design Phase 3 50% CDs - Prepare and Issue	17 days	10/27/17	11/13/17	100%	
Design Phase 3 50% CDs - Review and Comment	28 days	11/14/17	12/12/17	100%	Design Phase 3 50% CDs - Review and Comment	28 days	11/14/17	12/12/17	100%	
Design Phase 3 100% CDs - Prepare and Issue	65 days	12/13/17	02/16/18	100%	Design Phase 3 100% CDs - Prepare and Issue	65 days	12/13/17	02/16/18	100%	
Design Phase 3 100% CDs - Backcheck	163 days	02/19/18	08/01/18	100%	Design Phase 3 100% CDs - Backcheck	163 days	02/19/18	08/01/18	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	19 days	08/01/18	08/20/18	100%	Design 100% Documents - RO1 Review by Permitting Agencies	19 days	08/01/18	08/20/18	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	83 days	08/21/18	11/12/18	100%	Design 100% Documents - Revise & Resubmit R01	83 days	08/21/18	11/12/18	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	20 days	11/14/18	12/04/18	100%	Design 100% Documents - RO2 Review by Permitting Agencies	20 days	11/14/18	12/04/18	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	187 days	12/05/18	06/10/19	100%	Design 100% Documents - Revise & Resubmit R02	187 days	12/05/18	06/10/19	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	31 days	06/10/19	07/11/19	100%	Design 100% Documents - RO3 Review by Permitting Agencies	31 days	06/10/19	07/11/19	100%	
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	4 days	07/12/19	07/16/19	100%	Design 100% Documents - Revise & Resubmit R03	4 days	07/12/19	07/16/19	100%	
Design 100% Documents - RO4 Review by Permitting Agencies	15 days	07/16/19	07/31/19	100%	Design 100% Documents - RO4 Review by Permitting Agencies	15 days	07/16/19	07/31/19	100%	
Design 100% Documents - Resolve RO4 Comments From Permitting Agencies and Resubmit	18 days	08/01/19	08/19/19	100%	Design 100% Documents - Revise & Resubmit R04	18 days	08/01/19	08/19/19	100%	
Design 100% Documents - RO5 Review by Permitting Agencies	17 days	08/19/19	09/05/19	100%	Design 100% Documents - RO5 Review by Permitting Agencies	17 days	08/19/19	09/05/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	09/05/19	09/05/19	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	09/05/19	09/05/19	100%	
					ROOF REALITY CHECK	219 days	04/29/20	12/04/20	100%	
					Start Roof Reality Checks	0 days	04/29/20	04/29/20	100%	
					Roof Package Assembled by Doc. Control and Roof Team	7 days	04/29/20	05/06/20	100%	
					Prepare Roof Report	3 days	05/11/20	05/14/20	100%	
					Report Review and Issued to Roof Committee	4 days	05/15/20	05/19/20	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	11 days	08/21/20	09/01/20	100%	
					AE Issues Addendum	31 days	09/04/20	10/05/20	100%	
					Addendum Review by Roofing Committee	45 days	10/09/20	11/23/20	100%	

South Broward HS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
					Addendum Approved by Roofing Committee	0 days	11/25/20	11/25/20	100%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	2 days	12/02/20	12/04/20	100%	
CONSTRUCTION PROCUREMENT	889 days	04/26/18	10/01/20	100%	CONSTRUCTION PROCUREMENT	967 days	04/26/18	12/18/20	100%	
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	04/26/18	04/26/18	100%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	04/26/18	04/26/18	100%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	04/30/18	04/30/18	100%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	04/30/18	04/30/18	100%	
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	05/07/18	05/07/18	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	05/07/18	05/07/18	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	05/22/18	05/22/18	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	05/22/18	05/22/18	100%	
ITB Advertisement - Advertise to Bid Contractor	0 days	01/24/20	01/24/20	100%	ITB Advertisement - Advertise to Bid Contractor	0 days	01/24/20	01/24/20	100%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	02/14/20	02/14/20	100%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	02/14/20	02/14/20	100%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	06/16/20	06/16/20	100%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	06/16/20	06/16/20	100%	
ITB Advertisement - Post Bid Results	0 days	06/30/20	06/30/20	100%	ITB Advertisement - Post Bid Results	0 days	06/30/20	06/30/20	100%	
ITB Advertisement - Finalize Contract Package For Board Approval	12 days	07/01/20	07/13/20	100%	ITB Advertisement - Finalize Contract Package For Board Approval	12 days	07/01/20	07/13/20	100%	
Construction Contract Board Item - APG Review Final Construction Contract Board Item Board Package	0 days	08/05/20	08/05/20	0%	Construction Contract Board Item - APG Review Final Construction Contract Board Item Board Package	0 days	08/05/20	08/05/20	100%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	08/19/20	08/19/20	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	08/19/20	08/19/20	100%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	08/19/20	08/19/20	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	08/19/20	08/19/20	100%	
Pre-Construction - Prepare NTP Document	42 days	08/20/20	10/01/20	0%	Pre-Construction - Prepare NTP Document	120 days	08/20/20	12/18/20	100%	78
CONSTRUCTION	539 days	10/02/20	03/25/22	0%	CONSTRUCTION	977 days	12/28/20	09/01/23	9%	438
Construction - Issue NTP to Contractor	0 days	10/01/20	10/01/20	0%	Construction - Issue NTP to Contractor	0 days	12/28/20	12/28/20	100%	
Construction - Start	0 days	10/09/20	10/09/20	0%	Construction - Start	0 days	12/28/20	12/28/20	100%	
Construction - Construction (530 days per bid)	529 days	10/09/20	03/22/22	0%	Construction - Construction (530 per bid) (Including Weather Days @ 40days/100days)	529 days	12/28/20	06/10/22	9%	
					Roofing Sub-permit Process	167 days	06/11/22	11/25/22	0%	167
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	279 days	11/26/22	09/01/23	0%	279
					Construction - Substantial Completion (AE Signed 01770e)	0 days	09/01/23	09/01/23	0%	
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	03/27/22	03/27/22	0%	Construction - Certificate of Occupancy (BD Signed 110b)	0 days	09/01/23	09/01/23	0%	
					Roof Construction Works	675 days	12/28/20	11/03/22	10%	
					Obtain Roof Sub-permits from BD	223 days	12/28/20	08/08/21	80%	
					Bldg. 007	57 days	08/09/21	10/05/21	0%	
					Bldg. 002	38 days	10/06/21	11/13/21	0%	
					Bldg. 009	36 days	11/14/21	12/20/21	0%	
					Bldg. 005	36 days	12/21/21	01/26/22	0%	
					Bldg. 003	34 days	01/27/22	03/02/22	0%	
					Bldg. 011	28 days	03/03/22	03/31/22	0%	
					Bldg. 004	25 days	04/01/22	04/26/22	0%	
					Bldg. 006	24 days	04/27/22	05/21/22	0%	
					Bldg. 010	22 days	05/22/22	06/13/22	0%	
					Bldg. 001	19 days	06/14/22	07/03/22	0%	
					Bldg. 017	17 days	07/04/22	07/21/22	0%	
					Bldg. 008	11 days	07/22/22	08/02/22	0%	
					Bldg. 018	11 days	08/03/22	08/14/22	0%	
					Bldg. 016	10 days	08/15/22	08/25/22	0%	
					Bldg. 023	6 days	08/26/22	09/01/22	0%	
					Bldg. 020	6 days	09/02/22	09/08/22	0%	
					Bldg. 022	5 days	09/09/22	09/14/22	0%	
					Bldg. 024	5 days	09/15/22	09/20/22	0%	
					Bldg. 025	5 days	09/21/22	09/26/22	0%	
					Bldg. 028	5 days	09/27/22	10/02/22	0%	
					Bldg. 027	5 days	10/03/22	10/08/22	0%	
					Bldg. 026	5 days	10/09/22	10/14/22	0%	
					Bldg. 014	4 days	10/15/22	10/19/22	0%	
					Bldg. 021	4 days	10/20/22	10/24/22	0%	
					Bldg. 019	4 days	10/25/22	10/29/22	0%	
					Bldg. 031	4 days	10/30/22	11/03/22	0%	
CLOSE-OUT	50 days	03/28/22	05/17/22	0%	CLOSE-OUT	80 days	09/02/23	11/21/23	0%	30
Project Close-Out - Resolve Punchlist Items	29 days	03/28/22	04/26/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	09/02/23	10/31/23	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	10/31/23	10/31/23	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	04/26/22	04/26/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	10/31/23	10/31/23	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	05/17/22	05/17/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	11/21/23	11/21/23	0%	
Project Close-Out - End of Project	0 days	05/17/22	05/17/22	0%	Project Close-Out - End of Project	0 days	11/21/23	11/21/23	0%	553

Exhibit B

South Broward HS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
</										

BCPS - Smart Program	Duration	# Projects	%
Historical durations to obtain Roof Permits	Equal or Less than 60 days	13	37%
	Over 60 days	22	63%
	Total	35	100%

Note: Projects which Roof Permits were achieved in 2021

#	Project ID	Project Name	Duration	Actual Start	Actual Finish	Activity Status
1	P.001897	Embassy Creek ES - SMART Program Renovations	393	12/11/19	01/07/21	Completed
2	P.002135	Flamingo ES - SMART Program Renovations	88	10/15/20	01/11/21	Completed
3	P.001942	J.P. Taravella HS - SMART Program Renovations	49	12/01/20	01/19/21	Completed
4	P.001639	Maplewood ES - Building Renovations	75	11/06/20	01/20/21	Completed
5	P.001988	Park Lakes ES - SMART Program Renovations	159	08/26/20	02/01/21	Completed
6	P.001895	Oakland Park ES - SMART Program Renovations	70	11/24/20	02/02/21	Completed
7	P.002070	Lakeside ES - SMART Program Renovations	22	01/11/21	02/02/21	Completed
8	P.002036	Deerfield Park ES - SMART Program Renovations	117	10/08/20	02/02/21	Completed
9	P.002001	Floranada ES - SMART Program Renovations	75	11/19/20	02/02/21	Completed
10	P.001986	Henry D. Perry Education Center - SMART Program Renovations	86	11/16/20	02/10/21	Completed
11	P.002000	Virginia Shuman Young ES - SMART Program Renovations	37	01/04/21	02/10/21	Completed
12	P.001905	Stirling ES - SMART Program Renovations	31	01/11/21	02/11/21	Completed
13	P.001864	Pembroke Pines ES - SMART Program Renovations	43	01/14/21	02/26/21	Completed
14	P.002055	Gulfstream Early Childhood Center of Excellence - SMART Program Renovations	35	01/22/21	02/26/21	Completed
15	P.001710	New River MS - GOB Renovations	178	09/14/20	03/11/21	Completed
16	P.002045	Coral Park ES - SMART Program Renovations	37	02/02/21	03/11/21	Completed
17	P.001726	Dillard 6-12 School - GOB Renovations	79	01/04/21	03/24/21	Completed
18	P.001938	Walker ES - SMART Program Renovations	487	12/09/19	04/09/21	Completed
19	P.001724	Tamarac ES - GOB Renovations	101	01/04/21	04/15/21	Completed
20	P.001765	Coral Springs HS - GOB Renovations	70	02/22/21	05/03/21	Completed
21	P.001659	Collins ES - SMART Program Renovations and Restroom Renovations	34	04/23/21	05/27/21	Completed
22	P.002067	Stephen Foster ES - SMART Program Renovations	34	04/27/21	05/31/21	Completed
23	P.001955	Olsen MS - SMART Program Renovations	147	01/04/21	05/31/21	Completed
24	P.001920	C. Robert Markham ES - SMART Program Renovations	119	02/03/21	06/02/21	Completed
25	P.002038	Horizon ES - SMART Program Renovations	60	04/05/21	06/04/21	Completed
26	P.002116	Park Trails ES - SMART Program Renovations	84	03/24/21	06/16/21	Completed
27	P.001694	Deerfield Beach HS - GOB Renovations	206	11/26/20	06/20/21	Completed
28	P.001674	Thurgood Marshall ES - SMART Program Renovations	39	05/17/21	06/25/21	Completed
29	P.001788	Hollywood Park ES - GOB Renovations	353	07/14/20	07/02/21	Completed
30	P.001638	Broadview ES - Building Renovations	92	04/05/21	07/06/21	Completed
31	P.002588	Plantation HS - SMART Program Renovations (Re-Roofing Building 7)	24	06/21/21	07/15/21	Completed
32	P.002146	Silver Palms ES - SMART Program Renovations	78	04/30/21	07/16/21	Completed
33	P.002043	Westpine MS - SMART Program Renovations	197	01/04/21	07/20/21	Completed
34	P.002074	Watkins ES - SMART Program Renovations	294	10/09/20	07/30/21	Completed
35	P.002150	Cooper City ES - SMART Program Renovations	28	07/09/21	08/06/21	Completed

BCPS - Smart Program	Rev	BD	A/E	Total		Reviews	# of Reviews	# of equivalent reviews based on duration
Historical Design Cycles Reviews	1	21	14	35		Equal or less than 3 Reviews	26	12
	2	14	14	28		Over 3 reviews	74	88
	3	14	14	28				
Total					91	Total	100	100

Note: All Projects with Design 100% Complete

#	Project ID	Orig. Dur.	Remaining Dur.	Start	Finish	Start	Finish	# Reviews	Duration	# Equivalent Reviews
1	Annabel C. Perry Pre K-8 - GOB Renovations	135	0d	Aug-02-17 A	Feb-13-18 A	8/2/17	2/13/18	5	195	6
2	Annabel C. Perry Pre K-8 - GOB Renovations (KIT HVAC)	173	0d	Mar-02-21 A	Jul-19-21 A	3/2/21	7/19/21	3	139	5
3	Annabel C. Perry Pre K-8 - GOB Renovations (Media Center Improvements)	250	0d	Dec-29-17 A	Jan-02-19 A	12/29/17	1/2/19	2	369	12
4	Apollo MS - SMART Program Renovations	401	0d	Sep-17-19 A	Mar-02-21 A	9/17/19	3/2/21	4	532	18
5	Atlantic Technical College & Technical HS- Smart Building Renovations	246	0d	Aug-13-20 A	Aug-09-21 A	8/13/20	8/9/21	3	361	12
6	Atlantic Technical College, Arthur Ashe, Jr. Campus- SMART Program Renovations	191	0d	Dec-22-17 A	Sep-21-18 A	12/22/17	9/21/18	7	273	9
7	Attucks MS - Building Envelope Improvements	165	0d	Jun-12-18 A	Feb-13-19 A	6/12/18	2/13/19	5	246	8
8	Attucks MS - GOB Renovations	333	0d	Feb-11-19 A	Jun-09-20 A	2/11/19	6/9/20	7	484	16
9	Bair MS - SMART Program Renovations	664	0d	Dec-06-18 A	Jul-23-21 A	12/6/18	7/23/21	11	960	32
10	Banyan ES - SMART Program Renovations	163	0d	Dec-22-17 A	Aug-13-18 A	12/22/17	8/13/18	5	234	8
11	Bayview ES - GOB Renovations	84	0d	Nov-20-17 A	Mar-21-18 A	11/20/17	3/21/18	3	121	4
12	Blanche Ely HS - GOB Renovations	168	0d	Dec-19-17 A	Aug-15-18 A	12/19/17	8/15/18	4	239	8
13	Boulevard Heights ES - SMART Program Renovations	85	0d	Apr-29-19 A	Aug-27-19 A	4/29/19	8/27/19	3	120	4
14	Boyd Anderson HS - SMART Program Renovation	272	0d	Jan-08-19 A	Feb-10-20 A	1/8/19	2/10/20	5	398	13
15	Bright Horizons Center - SMART Program Renovations	110	0d	Aug-20-18 A	Feb-04-19 A	8/20/18	2/4/19	4	168	6
16	Broadview ES - Building Renovations	293	0d	Nov-26-18 A	Feb-06-20 A	11/26/18	2/6/20	9	437	14
17	Broward Estates ES - SMART Program Renovations	650	0d	Jan-11-19 A	Jul-16-21 A	1/11/19	7/16/21	10	917	30
18	C. Robert Markham ES - SMART Program Renovations	116	0d	Feb-15-19 A	Jul-30-19 A	2/15/19	7/30/19	4	165	5
19	Castle Hill Annex - SMART Program Renovations	176	0d	Jul-29-19 A	Apr-14-20 A	7/29/19	4/14/20	5	260	9
20	Castle Hill ES - SMART Program Renovations	97	0d	Oct-30-17 A	Mar-19-18 A	10/30/17	3/19/18	3	140	5
21	Central Park ES - GOB Renovations	285	0d	Aug-09-18 A	Oct-01-19 A	8/9/18	10/1/19	7	418	14
22	Challenger ES - SMART Program Renovations	136	0d	Feb-06-19 A	Aug-16-19 A	2/6/19	8/16/19	3	191	6
23	Chapel Trail ES - SMART Program Renovations	354	0d	Dec-22-17 A	May-22-19 A	12/22/17	5/22/19	6	516	17
24	Charles Drew Family Resource Center -SMART Program	388	0d	Dec-12-19 A	Jun-16-21 A	12/12/19	6/16/21	5	552	18
25	Charles W. Flanagan HS - SMART Program Renovations	109	0d	Mar-06-18 A	Aug-07-18 A	3/6/18	8/7/18	5	154	5
26	Coconut Creek ES - Building Renovations	70	0d	Jan-27-17 A	May-04-17 A	1/27/17	5/4/17	2	97	3
27	Coconut Creek HS - Fire Hydrant	85	0d	Feb-04-21 A	Jul-23-21 A	2/4/21	7/23/21	3	169	6
28	Coconut Creek HS - GOB Renovations	286	0d	Mar-20-20 A	Apr-21-21 A	3/20/20	4/21/21	5	397	13
29	Coconut Palm ES - SMART Program Renovations	309	0d	Mar-12-19 A	Jun-04-20 A	3/12/19	6/4/20	6	450	15
30	Colbert Museum Magnet - SMART Program Renovations	205	0d	Feb-28-18 A	Dec-18-18 A	2/28/18	12/18/18	5	293	10
31	Collins ES - SMART Program Renovations and Restroom Renovations	125	0d	Mar-04-19 A	Aug-27-19 A	3/4/19	8/27/19	4	176	6
32	Cooper City ES - SMART Program Renovations	149	0d	Jul-03-19 A	Feb-12-20 A	7/3/19	2/12/20	4	224	7
33	Cooper City HS - SMART Program Renovations	284	0d	Nov-02-20 A	Oct-27-21 A	11/2/20	10/27/21	4	359	12
34	Coral Glades HS - SMART Program Renovations	76	0d	Dec-20-19 A	Apr-14-20 A	12/20/19	4/14/20	2	116	4
35	Coral Park ES - SMART Program Renovations	87	0d	Dec-21-19 A	Apr-30-20 A	12/21/19	4/30/20	3	131	4
36	Coral Springs HS - GOB Renovations	276	0d	Dec-27-18 A	Feb-11-20 A	12/27/18	2/11/20	8	411	14
37	Coral Springs MS - SMART Program Renovations	644	0d	Jan-27-20 A	Oct-20-21 A	1/27/20	10/20/21	5	632	21
38	Country Hills ES - SMART Program Renovations	261	0d	Nov-08-19 A	Nov-24-20 A	11/8/19	11/24/20	4	382	13
39	Country Isles ES - SMART Program Renovations	481	0d	Dec-17-18 A	Nov-19-20 A	12/17/18	11/19/20	4	703	23
40	Croissant Park ES - SMART Program Renovations	137	0d	Sep-27-19 A	Apr-20-20 A	9/27/19	4/20/20	4	206	7
41	Cross Creek School - SMART Program Renovations	105	0d	Jul-30-19 A	Jan-07-20 A	7/30/19	1/7/20	7	161	5
42	Crystal Lake MS - SMART Program Renovations	317	0d	Sep-05-19 A	Dec-10-20 A	9/5/19	12/10/20	6	462	15
43	Cypress Bay HS - GOB Renovations	78	0d	Jun-06-18 A	Sep-25-18 A	6/6/18	9/25/18	3	111	4
44	Cypress Bay HS - GOB Renovations - Classroom Addition	55	0d	Dec-12-18 A	Mar-08-19 A	12/12/18	3/8/19	3	86	3
45	Cypress ES - SMART Building Renovations	69	0d	Feb-01-17 A	May-08-17 A	2/1/17	5/8/17	2	96	3
46	Dave Thomas Educational Center, East - SMART Program Renovations	104	0d	Sep-21-18 A	Feb-27-19 A	9/21/18	2/27/19	4	159	5
47	Davie ES- SMART Program Renovations	102	0d	Nov-07-18 A	Apr-11-19 A	11/7/18	4/11/19	3	155	5
48	Deerfield Beach ES - SMART Program Renovations	583	0d	Jul-24-18 A	Nov-23-20 A	7/24/18	11/23/20	6	853	28
49	Deerfield Beach HS - GOB Renovations	506	0d	Dec-22-17 A	Jan-08-20 A	12/22/17	1/8/20	4	747	25
50	Deerfield Park ES - SMART Program Renovations	107	0d	Sep-21-18 A	Mar-04-19 A	9/21/18	3/4/19	4	164	5
51	Dillard 6-12 School - GOB Renovations	224	0d	Feb-06-18 A	Dec-21-18 A	2/6/18	12/21/18	4	318	10
52	Dillard ES - SMART Program Renovations	61	0d	Jan-15-19 A	Apr-09-19 A	1/15/19	4/9/19	4	84	3
53	Dr. Martin Luther King Jr Montessori Academy - SMART Program Renovations	191	0d	Jan-05-18 A	Oct-03-18 A	1/5/18	10/3/18	4	271	9
54	Driftwood MS SMART Program Renovations	263	0d	Jul-18-18 A	Aug-07-19 A	7/18/18	8/7/19	5	385	13
55	Eagle Point ES - GOB Renovations	108	0d	Jan-30-19 A	Jul-01-19 A	1/30/19	7/1/19	4	152	5
56	Eagle Ridge ES - GOB Renovations	80	0d	Jul-27-17 A	Nov-16-17 A	7/27/17	11/16/17	3	112	4
57	Embassy Creek ES - SMART Program Renovations	67	0d	Nov-05-18 A	Feb-19-19 A	11/5/18	2/19/19	3	106	3
58	Endeavour Primary Learning Center ES- SMART Program Renovations	73	0d	Feb-20-19 A	Jun-03-19 A	2/20/19	6/3/19	2	103	3
59	Everglades ES - SMART Program Renovations	238	0d	Dec-20-17 A	Nov-27-18 A	12/20/17	11/27/18	6	342	11
60	Everglades HS - SMART Program Renovations	127	0d	Sep-25-18 A	Apr-03-19 A	9/25/18	4/3/19	5	190	6
61	Fairway ES - GOB Renovations	266	0d	Dec-22-17 A	Jan-18-19 A	12/22/17	1/18/19	4	392	13
62	Falcon Cove MS - SMART Program Renovations	120	0d	Dec-27-18 A	Jun-20-19 A	12/27/18	6/20/19	6	175	6
63	Flamingo ES - SMART Program Renovations	195	0d	Feb-11-19 A	Nov-13-19 A	2/11/19	11/13/19	5	275	9
64	Floranada ES - SMART Program Renovations	111	0d	Dec-17-18 A	May-31-19 A	12/17/18	5/31/19	4	165	5
65	Forest Glen MS - SMART Program Renovation	160	0d	Jun-06-18 A	Jan-31-19 A	6/6/18	1/31/19	5	239	8
66	Forest Hills ES - SMART Program Renovations	125	0d	Sep-28-17 A	Mar-27-18 A	9/28/17	3/27/18	5	180	6
67	Fort Lauderdale HS - SMART Program Renovation	187	0d	Jun-19-18 A	Mar-22-19 A	6/19/18	3/22/19	6	276	9
68	Fox Trail ES - SMART Program Renovations	78	0d	Oct-23-18 A	Feb-21-19 A	10/23/18	2/21/19	3	121	4
69	Gator Run ES - SMART Program Renovations	194	0d	Mar-22-18 A	Jan-04-19 A	3/22/18	1/4/19	5	288	9
70	Griffin ES - GOB Renovations	258	0d	May-01-17 A	May-04-18 A	5/1/17	5/4/18	5	368	12
71	Gulfstream Academy of Hallandale Beach K-8 (North) - SMART Program Renovations	121	0d	Jun-29-18 A	Dec-20-18 A	6/29/18	12/20/18	4	174	6
72	Gulfstream Academy of Hallandale Beach K-8 (South) - SMART Program Renovations	58	0d	Aug-07-19 A	Oct-28-19 A	8/7/19	10/28/19	3	82	3
73	Gulfstream Early Childhood Center of Excellence - SMART Program Renovations	204	0d	Apr-18-19 A	Feb-14-20 A	4/18/19	2/14/20	4	302	10
74	Hallandale HS - SMART Program Renovations	284	0d	Oct-28-19 A	Dec-16-20 A	10/28/19	12/16/20	5	415	14
75	Harbordale ES - SMART Program Renovations	145	0d	Jan-23-19 A	Aug-15-19 A	1/23/19	8/15/19	4	204	7
76	Hawkes Bluff ES - GOB Renovations	224	0d	Feb-06-18 A	Jan-02-19 A	2/6/18	1/2/19	4	330	11
77	Henry D. Perry Education Center - SMART Program Renovations	47	0d	Mar-15-19 A	May-20-19 A	3/15/19	5/20/19	2	66	2
78	Heron Heights ES - SMART Program Renovations	502	0d	Jul-27-19 A	Jul-01-21 A	7/27/19	7/1/21	6	705	23
79	Hollywood Central ES - SMART Program Renovations	77	0d	Oct-29-18 A	Feb-26-19 A	10/29/18	2/26/19	3	120	4
80	Hollywood Hills HS - SMART Program Renovations	85	0d	Aug-22-18 A	Jan-02-19 A	8/22/18	1/2/19	4	133	4

BCPS - Smart Program						Reviews	# of Reviews	# of equivalent reviews based on duration
Historical Design Cycles Reviews	1	21	14	35		Equal or less than 3 Reviews	26	12
	2	14	14	28		Over 3 reviews	74	88
	3	14	14	28				

Note: All Projects with Design 100% Complete

				Total	91			Total	100	100
81	Hollywood Park ES - GOB Renovations	217	0d	Jul-11-18 A	May-24-19 A	7/11/18	5/24/19	6	317	10
82	Horizon ES - SMART Program Renovations	153	0d	Jan-08-19 A	Aug-12-19 A	1/8/19	8/12/19	5	216	7
83	Indian Ridge MS - GOB Renovations	32	0d	May-01-17 A	Jun-14-17 A	5/1/17	6/14/17	2	44	1
84	James S. Hunt ES - SMART Program Renovations	482	0d	Nov-22-19 A	Sep-24-21 A	11/22/19	9/24/21	6	672	22
85	James S. Rickards MS - GOB Renovations	304	0d	Dec-23-17 A	Mar-14-19 A	12/23/17	3/14/19	6	446	15
86	Lake Forest ES - SMART Program Renovations	218	0d	Dec-22-17 A	Oct-30-18 A	12/22/17	10/30/18	6	312	10
87	Lakeside ES - SMART Program Renovations	69	0d	Dec-10-18 A	Mar-26-19 A	12/10/18	3/26/19	4	106	3
88	Larkdale ES - SMART Program Renovations	68	0d	Mar-15-19 A	Jun-19-19 A	3/15/19	6/19/19	3	96	3
89	Lauderdale Lakes MS - Building Renovation	74	0d	Apr-20-17 A	Aug-03-17 A	4/20/17	8/3/17	2	105	3
90	Lauderdale Lakes MS - Building Renovation (KIT HVAC)	178	0d	Feb-24-21 A	Sep-14-21 A	2/24/21	9/14/21	3	202	7
91	Lauderhill Paul Turner ES - SMART Program Renovations	100	0d	Apr-04-19 A	Aug-23-19 A	4/4/19	8/23/19	4	141	5
92	Lloyd Estates ES - SMART Program Renovations	488	0d	Dec-18-18 A	Dec-03-20 A	12/18/18	12/3/20	7	716	24
93	Maplewood ES - Building Renovations	126	0d	Sep-21-18 A	Mar-29-19 A	9/21/18	3/29/19	4	189	6
94	Margate ES - Building Renovations	152	0d	May-15-19 A	Dec-19-19 A	5/15/19	12/19/19	6	218	7
95	Marjory Stoneman Douglas HS - New Addition to Replace Building 12 (HVAC)	101	0d	Jun-26-20 A	Nov-16-20 A	6/26/20	11/16/20	5	143	5
96	Marjory Stoneman Douglas HS - SMART Program Renovations	378	0d	Nov-25-19 A	Apr-27-21 A	11/25/19	4/27/21	6	519	17
97	McArthur HS - SMART Program Renovations	248	0d	Apr-03-20 A	Mar-02-21 A	4/3/2020	3/2/2021	5	333	11
98	McNab ES - SMART Program Renovations	124	0d	Jan-12-18 A	Jul-06-18 A	1/12/18	7/6/18	4	175	6
99	Millennium 6-12 Collegiate Academy - SMART Program Renovations	507	0d	Feb-13-19 A	Apr-01-21 A	2/13/19	4/1/21	6	778	26
100	Miramar ES - GOB Renovations	130	0d	Dec-13-17 A	Jun-15-18 A	12/13/17	6/15/18	5	184	6

BCPS - Smart Program	Duration	# Projects	%
Historical durations for Closeout	Equal or less than 30 days	1	4%
	Over 30 days	27	96%
	Total	28	100%

#	Project ID	Project Name	Duration	Start	Finish	Activity Status
1	P.001360-DEM	Boyd Anderson HS - Media Ctr Demolition	664	11-10-16 A	9-5-18 A	Completed
2	P.001360	Boyd Anderson HS - Media Ctr Remodeling	548	3-7-17 A	9-5-18 A	Completed
3	P.001685	Riverglades ES - City of Parkland Addition	488	8-18-17 A	12-18-18 A	Completed
4	P.001629	Heron Heights ES - Modular Classrooms	487	8-19-17 A	12-18-18 A	Completed
5	P.001608	Park Trails ES - Provide Modular Classrooms	536	8-19-17 A	2-5-19 A	Completed
6	P.000341	Whispering Pines Education Center - ADA RR & Vis	148	3-13-18 A	8-7-18 A	Completed
7	P.001630	Plantation HS-Shade Structure Dining Area	155	5-15-18 A	10-16-18 A	Completed
8	P.001759	Manatee Bay ES - SMART Program Renovations	47	11-2-18 A	12-18-18 A	Completed
9	P.001620	Flamingo ES - Roof Replace Building 1 Section A	29	12-17-18 A	1-15-19 A	Completed
10	P.001748	Indian Ridge MS - GOB Renovations	194	1-11-19 A	7-24-19 A	Completed
11	P.001728-MCI	Annabel C. Perry Pre K-8 - GOB Renovations (Media Center Improvements)	97	8-16-19 A	11-20-19 A	Completed
12	P.001906	Silver Shores ES - SMART Program Renovations	110	10-18-19 A	2-4-20 A	Completed
13	P.001941	McNicol MS - SMART Program Renovations	101	11-20-19 A	2-28-20 A	Completed
14	P.001727	Miramar ES - GOB Renovations	615	11-21-19 A	7-27-21 A	Completed
15	P.001885	Palm Cove ES - SMART Program Renovations	76	12-19-19 A	3-3-20 A	Completed
16	P.001413	Coconut Creek ES - Building Renovations	235	2-29-20 A	10-20-20 A	Completed
17	P.001412	Cypress ES - SMART Building Renovations	231	3-4-20 A	10-20-20 A	Completed
18	P.001662	Dr. Martin Luther King Jr Montessori Academy - SMART Program Renovations	387	3-31-20 A	4-21-21 A	Completed
19	P.001971	Sunset Lakes ES - SMART Program Renovations	161	9-10-20 A	2-18-21 A	Completed
20	P.001728	Annabel C. Perry Pre K-8 - GOB Renovations	248	9-15-20 A	5-20-21 A	Completed
21	P.002009	Silver Lakes ES - SMART Program Renovations	327	10-1-20 A	8-24-21 A	Completed
22	P.001993	Westwood Heights ES - SMART Program Renovations	292	10-9-20 A	7-27-21 A	Completed
23	P.001999	Liberty ES - SMART Program Renovations	185	10-27-20 A	4-30-21 A	Completed
24	P.001985	Everglades HS - SMART Program Renovations	216	11-19-20 A	6-23-21 A	Completed
25	P.001973	Fox Trail ES - SMART Program Renovations	114	3-1-21 A	6-22-21 A	Completed
26	P.001457	North Fork ES - Provide Sanitary Sewer	78	3-2-21 A	5-18-21 A	Completed
27	P.002069	Panther Run ES - SMART Program Renovations	71	6-15-21 A	8-24-21 A	Completed
28	P.002129	Tradewinds ES - SMART Program Renovations	76	7-16-21 A	9-30-21 A	Completed

BCPS - Smart Program	Duration	# Projects	%
Historical durations to prepare NTP document	Equal or less than 30 days	36	23%
	Over 30 days	119	77%
	Total	155	100%

Note: All Projects with NTP issued to the Contractor

#	Project ID	Project Name	Duration	Start	Finish	Activity Status
1	P.001360	Boyd Anderson HS - Media Ctr Remodeling	10	8-17-16 A	8-30-16 A	Completed
2	P.001759	Manatee Bay ES - SMART Program Renovations	23	10-18-17 A	11-20-17 A	Completed
3	P.001748	Indian Ridge MS - GOB Renovations	21	11-8-17 A	12-11-17 A	Completed
4	P.001646	Blanche Ely HS - GOB Renovations	84	12-19-17 A	4-18-18 A	Completed
5	P.001412	Cypress ES - SMART Building Renovations	51	12-20-17 A	3-5-18 A	Completed
6	P.001413	Coconut Creek ES - Building Renovations	51	12-20-17 A	3-5-18 A	Completed
7	P.001637	Lauderdale Lakes MS - Building Renovation	51	3-7-18 A	5-17-18 A	Completed
8	P.001941	McNicol MS - SMART Program Renovations	25	3-13-18 A	4-17-18 A	Completed
9	P.001722	Eagle Ridge ES - GOB Renovations	17	3-22-18 A	4-16-18 A	Completed
10	P.001661	Castle Hill ES - SMART Program Renovations	46	5-23-18 A	7-30-18 A	Completed
11	P.001728	Annabel C. Perry Pre K-8 - GOB Renovations	105	5-24-18 A	10-23-18 A	Completed
12	P.001926	Forest Hills ES - SMART Program Renovations	26	6-29-18 A	8-7-18 A	Completed
13	P.001745	Griffin ES - GOB Renovations	33	7-25-18 A	9-11-18 A	Completed
14	P.001406	Silver Trail MS - GOB Renovations	28	7-25-18 A	9-4-18 A	Completed
15	P.001786	Bayview ES - GOB Renovations	67	7-25-18 A	10-26-18 A	Completed
16	P.001683	Stranahan HS - GOB Renovations	17	8-9-18 A	8-31-18 A	Completed
17	P.001754	Quiet Waters ES - GOB Renovations	74	8-9-18 A	11-26-18 A	Completed
18	P.001847	Charles W. Flanagan HS - SMART Program Renovations	32	9-6-18 A	10-19-18 A	Completed
19	P.001885	Palm Cove ES - SMART Program Renovations	16	9-6-18 A	9-28-18 A	Completed
20	P.001892	The Quest Center - SMART Program Renovations	58	10-16-18 A	1-17-19 A	Completed
21	P.001662	Dr. Martin Luther King Jr Montessori Academy - SMART Program Renovations	26	10-16-18 A	11-21-18 A	Completed
22	P.001964	McNab ES - SMART Program Renovations	57	11-8-18 A	2-11-19 A	Completed
23	P.001924	Sandpiper ES - SMART Program Renovations	41	11-8-18 A	1-18-19 A	Completed
24	P.001727	Miramar ES - GOB Renovations	19	11-8-18 A	12-7-18 A	Completed
25	P.001996	Morrow ES - SMART Program Renovations	23	12-5-18 A	1-17-19 A	Completed
26	P.001906	Silver Shores ES - SMART Program Renovations	28	12-5-18 A	1-24-19 A	Completed
27	P.001724	Tamarac ES - GOB Renovations	44	12-19-18 A	3-1-19 A	Completed
28	P.001725	Ramblewood ES - GOB Renovations	70	12-19-18 A	4-8-19 A	Completed
29	P.001794	West Hollywood ES - GOB Renovations	47	12-19-18 A	3-6-19 A	Completed
30	P.001950	Rock Island ES - SMART Program Renovations	83	12-19-18 A	4-25-19 A	Completed
31	P.002009	Silver Lakes ES - SMART Program Renovations	99	12-19-18 A	5-17-19 A	Completed
32	P.001951	Seagull Alternative HS - SMART Program Renovations	66	1-3-19 A	4-4-19 A	Completed
33	P.001713	Pompano Beach ES - GOB Renovations	27	1-16-19 A	2-22-19 A	Completed
34	P.001944	Banyan ES - SMART Program Renovations	37	1-16-19 A	3-8-19 A	Completed
35	P.001959	Atlantic Technical College, Arthur Ashe, Jr. Campus- SMART Program Renovations	27	1-16-19 A	2-22-19 A	Completed
36	P.001892	The Quest Center - SMART Program Renovations	74	1-18-19 A	5-2-19 A	Completed
37	P.001774	Cypress Bay HS - GOB Renovations	36	2-6-19 A	3-28-19 A	Completed
38	P.001817	Nova HS - SMART Program Renovations	42	2-6-19 A	4-4-19 A	Completed
39	P.001886	Lake Forest ES - SMART Program Renovations	58	2-6-19 A	4-29-19 A	Completed
40	P.001712	Oakridge ES - GOB Renovations	32	2-21-19 A	4-8-19 A	Completed
41	P.001721	Pompano Beach MS - GOB Renovations	24	2-21-19 A	3-27-19 A	Completed
42	P.001937	Colbert Museum Magnet - SMART Program Renovations	45	2-21-19 A	4-25-19 A	Completed
43	P.001806	Hollywood Hills HS - SMART Program Renovations	64	3-20-19 A	6-19-19 A	Completed
44	P.001992	North Side ES - SMART Program Renovations	26	4-10-19 A	5-16-19 A	Completed
45	P.001984	Silver Ridge ES - SMART Program Renovations	91	4-10-19 A	8-19-19 A	Completed
46	P.001993	Westwood Heights ES - SMART Program Renovations	26	4-10-19 A	5-16-19 A	Completed
47	P.001726	Dillard 6-12 School - GOB Renovations	8	4-24-19 A	5-6-19 A	Completed
48	P.001822	Gulfstream Academy of Hallandale Beach K-8 (North) - SMART Program Renovations	23	4-24-19 A	5-28-19 A	Completed
49	P.001863	Gator Run ES - SMART Program Renovations	23	4-24-19 A	5-28-19 A	Completed
50	P.001938	Walker ES - SMART Program Renovations	85	4-24-19 A	8-23-19 A	Completed
51	P.001785	Fairway ES - GOB Renovations	38	5-8-19 A	7-2-19 A	Completed
52	P.001784	Hawkes Bluff ES - GOB Renovations	38	5-8-19 A	7-2-19 A	Completed
53	P.001948	Everglades ES - SMART Program Renovations	30	5-8-19 A	6-20-19 A	Completed
54	P.001987	Riverland ES - SMART Program Renovations	28	5-8-19 A	6-18-19 A	Completed
55	P.001939	Sunland Park Academy - SMART Program Renovations	38	6-11-19 A	8-5-19 A	Completed
56	P.001902	Falcon Cove MS - SMART Program Renovations	14	6-11-19 A	6-30-19 A	Completed
57	P.002185	Marjory Stoneman Douglas HS - New Addition to Replace Building 12	15	6-11-19 A	7-1-19 A	Completed
58	P.001949	Pinewood ES -SMART Program Renovations	37	6-12-19 A	8-5-19 A	Completed
59	P.001865	Forest Glen MS - SMART Program Renovation	70	6-12-19 A	9-20-19 A	Completed
60	P.001823	Westchester ES - SMART Program Renovations	39	6-26-19 A	8-21-19 A	Completed
61	P.001793	Pioneer MS - GOB Renovations	37	7-23-19 A	9-13-19 A	Completed
62	P.002011	Mirror Lake ES - SMART Program Renovations	74	7-23-19 A	11-5-19 A	Completed
63	P.001972	Dave Thomas Educational Center, East - SMART Program Renovations	37	7-23-19 A	9-13-19 A	Completed
64	P.001974	Bright Horizons Center - SMART Program Renovations	30	7-24-19 A	9-5-19 A	Completed
65	P.001839	Fort Lauderdale HS - SMART Program Renovation	56	8-6-19 A	10-24-19 A	Completed
66	P.001897	Embassy Creek ES - SMART Program Renovations	64	8-6-19 A	11-5-19 A	Completed
67	P.001985	Everglades HS - SMART Program Renovations	22	8-6-19 A	9-6-19 A	Completed
68	P.001864	Pembroke Pines ES - SMART Program Renovations	47	8-20-19 A	10-25-19 A	Completed
69	P.001971	Sunset Lakes ES - SMART Program Renovations	47	8-20-19 A	10-24-19 A	Completed
70	P.001866	Riverglades ES - SMART Program Renovation	61	9-4-19 A	12-3-19 A	Completed
71	P.002049	Tamarac ES - SMART Program Media Center Improvements	3	9-27-19 A	10-1-19 A	Completed
72	P.001819	Sunrise MS - SMART Program Renovations	40	10-2-19 A	11-29-19 A	Completed
73	P.001632	Sea Castle ES - GOB Renovations	43	10-16-19 A	12-19-19 A	Completed
74	P.001900	William E. Dandy MS - SMART Program Renovations	76	11-6-19 A	3-5-20 A	Completed
75	P.001732	Chapel Trail ES - SMART Program Renovations	50	11-6-19 A	1-29-20 A	Completed
76	P.001639	Maplewood ES - Building Renovations	51	12-11-19 A	3-2-20 A	Completed
77	P.001895	Oakland Park ES - SMART Program Renovations	53	12-11-19 A	3-4-20 A	Completed
78	P.001998	Maplewood ES - SMART HVAC & Media Center	51	12-11-19 A	3-2-20 A	Completed
79	P.001999	Liberty ES - SMART Program Renovations	58	12-11-19 A	3-11-20 A	Completed
80	P.001905	Stirling ES - SMART Program Renovations	70	12-12-19 A	3-30-20 A	Completed
81	P.001969	Norcrest ES - SMART Program Renovations	77	1-16-20 A	5-4-20 A	Completed
82	P.001744	Piper HS - GOB Renovations	68	2-5-20 A	5-11-20 A	Completed
83	P.001746	Eagle Point ES - GOB Renovations	79	2-5-20 A	5-27-20 A	Completed
84	P.001788	Hollywood Park ES - GOB Renovations	80	2-20-20 A	6-12-20 A	Completed

BCPS - Smart Program	Duration	# Projects	%
Historical durations to prepare NTP document	Equal or less than 30 days	36	23%
	Over 30 days	119	77%
	Total	155	100%

Note: All Projects with NTP issued to the Contractor

#	Project ID	Project Name	Duration	Start	Finish	Activity Status
85	P.001710	New River MS - GOB Renovations	68	2-20-20 A	5-27-20 A	Completed
86	P.001867	Ramblewood MS - SMART Program Renovation	68	2-20-20 A	5-27-20 A	Completed
87	P.001729	Plantation MS - GOB Renovations	97	3-4-20 A	7-20-20 A	Completed
88	P.001899	Davie ES- SMART Program Renovations	59	3-4-20 A	5-27-20 A	Completed
89	P.001808	Tedder ES - SMART Program Renovations	164	4-1-20 A	11-19-20 A	Completed
90	P.001757	Central Park ES - GOB Renovations	103	4-15-20 A	9-9-20 A	Completed
91	P.001896	Royal Palm STEM Museum Magnet - SMART Program Renovations	69	4-15-20 A	7-22-20 A	Completed
92	P.001973	Fox Trail ES - SMART Program Renovations	68	4-15-20 A	7-21-20 A	Completed
93	P.001684	Northeast HS - GOB Renovations	78	4-21-20 A	8-10-20 A	Completed
94	P.001837	Driftwood MS SMART Program Renovations	78	4-22-20 A	8-11-20 A	Completed
95	P.001981	Winston Park ES - SMART Program Renovations	77	5-20-20 A	9-8-20 A	Completed
96	P.001647	Margate ES - Building Renovations	77	5-20-20 A	9-8-20 A	Completed
97	P.001988	Park Lakes ES - SMART Program Renovations	69	5-20-20 A	8-26-20 A	Completed
98	P.001983	Hollywood Central ES - SMART Program Renovations	62	5-20-20 A	8-17-20 A	Completed
99	P.002036	Deerfield Park ES - SMART Program Renovations	58	5-20-20 A	8-11-20 A	Completed
100	P.002043	Westpine MS - SMART Program Renovations	66	5-20-20 A	8-21-20 A	Completed
101	P.002070	Lakeside ES - SMART Program Renovations	116	5-20-20 A	11-2-20 A	Completed
102	P.002135	Flamingo ES - SMART Program Renovations	72	5-20-20 A	8-31-20 A	Completed
103	P.002040	Challenger ES - SMART Program Renovations	65	5-21-20 A	8-21-20 A	Completed
104	P.002111	Endeavour Primary Learning Center ES- SMART Program Renovations	46	6-10-20 A	8-12-20 A	Completed
105	P.002000	Virginia Shuman Young ES - SMART Program Renovations	87	6-24-20 A	10-26-20 A	Completed
106	P.002001	Floranada ES - SMART Program Renovations	93	6-24-20 A	11-3-20 A	Completed
107	P.002069	Panther Run ES - SMART Program Renovations	55	6-24-20 A	9-9-20 A	Completed
108	P.002038	Horizon ES - SMART Program Renovations	162	7-22-20 A	3-19-21 A	Completed
109	P.001638	Broadview ES - Building Renovations	64	7-22-20 A	10-21-20 A	Completed
110	P.002129	Tradewinds ES - SMART Program Renovations	56	7-22-20 A	10-9-20 A	Completed
111	P.001647-DEM	Margate ES - Building Renovations (Demolition)	85	7-22-20 A	11-19-20 A	Completed
112	P.001694	Deerfield Beach HS - GOB Renovations	69	8-20-20 A	11-26-20 A	Completed
113	P.001838	South Broward HS - SMART Program Renovations	87	8-20-20 A	12-28-20 A	Completed
114	P.001955	Olsen MS - SMART Program Renovations	83	8-20-20 A	12-18-20 A	Completed
115	P.002055	Gulfstream Early Childhood Center of Excellence - SMART Program Renovations	105	8-20-20 A	1-28-21 A	Completed
116	P.002045	Coral Park ES - SMART Program Renovations	45	8-20-20 A	10-23-20 A	Completed
117	P.001986	Henry D. Perry Education Center - SMART Program Renovations	69	8-20-20 A	11-30-20 A	Completed
118	P.002073	Larkdale ES - SMART Program Renovations	67	8-20-20 A	11-24-20 A	Completed
119	P.001942	J.P. Taravella HS - SMART Program Renovations	30	9-14-20 A	10-26-20 A	Completed
120	P.001765	Coral Springs HS - GOB Renovations	103	9-16-20 A	2-19-21 A	Completed
121	P.001920	C. Robert Markham ES - SMART Program Renovations	43	9-16-20 A	11-16-20 A	Completed
122	P.002074	Watkins ES - SMART Program Renovations	52	9-16-20 A	12-1-20 A	Completed
123	P.001915	Dillard ES - SMART Program Renovations	80	10-7-20 A	2-8-21 A	Completed
124	P.002116	Park Trails ES - SMART Program Renovations	53	10-8-20 A	1-4-21 A	Completed
125	P.001686	Attucks MS - GOB Renovations	73	10-12-20 A	2-3-21 A	Completed
126	P.001658	William T. McFatter Technical College & High School - SMART Program	66	10-12-20 A	1-25-21 A	Completed
127	P.002004	Pines Lakes ES - SMART Program Renovations	62	10-16-20 A	1-25-21 A	Completed
128	P.001846	Boyd Anderson HS - SMART Program Renovation	86	10-21-20 A	3-3-21 A	Completed
129	P.002130	Pines MS - SMART Program Renovations	12	10-30-20 A	11-10-20 A	Completed
130	P.002072	Gulfstream Academy of Hallandale Beach K-8 (South) - SMART Program Renovations	83	11-2-20 A	3-10-21 A	Completed
131	P.002130	Pines MS - SMART Program Renovations	42	11-11-20 A	12-23-20 A	Completed
132	P.002083	Meadowbrook ES - SMART Program Renovations	59	11-13-20 A	2-17-21 A	Completed
133	P.002002	Country Isles ES - SMART Program Renovations	7	11-30-20 A	12-9-20 A	Completed
134	P.002150	Cooper City ES - SMART Program Renovations	106	12-16-20 A	5-24-21 A	Completed
135	P.001820	Deerfield Beach ES - SMART Program Renovations	25	12-28-20 A	2-8-21 A	Completed
136	P.001659	Collins ES - SMART Program Renovations and Restroom Renovations	40	1-6-21 A	3-3-21 A	Completed
137	P.001842	Pembroke Lakes ES - SMART Program Renovations	41	1-21-21 A	3-19-21 A	Completed
138	P.001965	William T. McFatter Technical Center, Broward Fire Academy - SMART Program Renovations	67	3-8-21 A	6-10-21 A	Completed
139	P.001952	Village ES - SMART Program Renovations	52	3-10-21 A	5-21-21 A	Completed
140	P.002598	South Plantation HS - SMART Program Renovations (HVAC)	51	3-15-21 A	5-25-21 A	Completed
141	P.002067	Stephen Foster ES - SMART Program Renovations	36	3-17-21 A	5-6-21 A	Completed
142	P.001741	Wingate Oaks Center SMART Program Renovations	54	3-18-21 A	6-3-21 A	Completed
143	P.001674	Thurgood Marshall ES - SMART Program Renovations	20	4-8-21 A	5-6-21 A	Completed
144	P.001634	Pasadena Lakes ES SMART Program Renovations	74	4-23-21 A	8-9-21 A	Completed
145	P.002146	Silver Palms ES - SMART Program Renovations	28	4-23-21 A	6-3-21 A	Completed
146	P.001807	Parkway MS - SMART Program Renovations	17	5-20-21 A	6-15-21 A	Completed
147	P.001904	Tropical ES - SMART Program Renovations	49	5-21-21 A	8-2-21 A	Completed
148	P.002068	Harbordale ES - SMART Program Renovations	46	5-21-21 A	7-28-21 A	Completed
149	P.002066	Lauderhill Paul Turner ES - SMART Program Renovations	60	6-21-21 A	9-15-21 A	Completed
150	P.002065	Boulevard Heights ES - SMART Program Renovations	43	6-24-21 A	8-25-21 A	Completed
151	P.002112	Nob Hill ES - SMART Program Renovations	65	6-24-21 A	9-27-21 A	Completed
152	P.002010	Walter C. Young MS - SMART Program Renovations	62	7-26-21 A	10-21-21 A	Completed
153	P.002086	Croissant Park ES - SMART Program Renovations	38	8-10-21 A	10-4-21 A	Completed
154	P.002063	Country Hills ES - SMART Program Renovations	30	8-20-21 A	10-4-21 A	Completed
155	P.002081	Cross Creek School - SMART Program Renovations	40	8-20-21 A	10-18-21 A	Completed




APPENDIX B

Appendix B

2/16/2022

<u>School Name</u>	<u>Base Contract \$</u>	<u>NTP Start Date</u>	<u>NTP Original Duration</u>	<u>Substantial Completion</u> (Actual - CBO Signature)	<u>Actual Duration</u> (to S.C.)	<u>Baseline Duration</u>	<u>"Trends" Duration</u> (Baseline)	<u>Baseline Duration</u> <u>+ Trends Duration</u>	<u>Delta</u> Actual vs. Baseline w/ Trends
AC Perry K-8	3,810,889	10/23/18	330	04/08/21	898	330	0	330	568
Bayview ES	1,915,303	10/26/18	180	12/08/21	1139	180	348	528	611
Coconut Creek ES	3,917,631	03/05/18	312	03/30/21	1121	312	0	312	809
Colbert Museum Magnet	1,255,368	04/01/19	225	12/13/21	987	225	205	430	557
Cypress ES	2,968,037	03/05/18	210	03/03/20	729	210	0	210	519
Davie ES	3,931,585	05/27/20	460	01/28/22	611	460	175	635	-24
Eagle Ridge ES	2,447,346	04/16/18	350	02/16/21	1037	350	40	390	647
Everglades ES	1,825,306	06/20/19	300	11/05/21	869	300	30	330	539
Everglades HS	5,091,140	09/06/19	485	11/19/20	440	485	0	485	-45
Flanagan HS (CR Addition)	11,963,588	09/19/18	373	01/03/20	471	373	0	373	98
Forest Hills ES	1,911,992	08/07/18	180	07/08/21	1066	180	0	180	886
Fox Trail ES	1,019,140	07/21/20	381	04/22/21	275	381	0	381	-106
Gulfstream Academy	3,799,000	05/28/19	396	07/02/21	766	396	84	480	286
Indian Ridge MS	4,731,620	12/11/17	395	03/06/19	450	395	0	395	55
Liberty ES	303,084	03/11/20	200	12/03/20	267	200	0	200	67
Manatee Bay ES	1,988,409	11/20/17	350	11/02/18	347	350	0	350	-3
Maplewood ES	3,507,115	03/02/20	340	10/14/21	591	340	322	662	-71
McNicol MS Magnet & Stem	845,037	04/17/18	180	11/20/19	582	180	0	180	402
Miramar ES	4,772,097	12/07/18	330	04/03/21	848	330	0	330	518
MLK Montessori	675,284	11/21/18	220	03/30/20	495	220	0	220	275
Morrow ES	1,205,458	01/17/19	365	10/13/20	635	365	0	365	270
Palm Cove ES	2,795,956	09/28/18	337	12/19/19	447	337	0	337	110
Panther Run ES	2,883,140	09/09/20	340	06/21/21	285	340	203	543	-258
Park Lakes ES	430,349	08/26/20	365	08/26/21	365	365	315	680	-315
Pinewood ES	3,452,000	08/05/19	425	07/22/21	717	425	42	467	250
Pioneer MS	9,096,994	09/13/19	450	11/03/21	782	450	0	450	332
Silver Lakes ES	1,857,342	05/24/19	180	09/29/20	494	180	0	180	314
Silver Ridge ES	2,402,000	08/19/19	275	04/21/21	611	275	84	359	252
Silver Shores ES	1,798,492	01/24/19	305	10/18/19	267	305	0	305	-38
Silver Trail MS	4,858,413	09/04/18	382	06/30/21	1030	382	30	412	618
Stoneman Douglas HS (CR Addition)	12,613,478	07/01/19	365	08/13/20	409	365	0	365	44
Sunset Lakes ES	2,419,140	10/24/19	367	10/06/20	348	367	0	367	-19
Tradewinds ES	3,089,000	10/09/20	362	07/15/21	279	362	210	572	-293
Watkins ES	2,530,580	11/30/20	375	10/14/21	318	375	315	690	-372
Westchester ES	1,892,071	08/21/19	395	06/25/21	674	395	84	479	195
Westwood Heights ES	3,482,517	05/16/19	365	10/09/20	512	475	0	475	37



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